A Secondary Data Analysis of Staff Reaction to the Transition from a Linear Jail to a Direct Supervision Model in Kane County, Illinois

By
Lynne M. Woodruff

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ABSTRACT

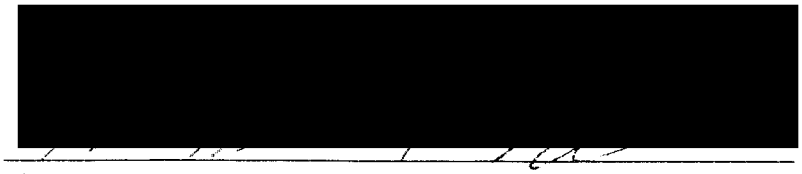
The Kane County Sheriff's Office Jail in Illinois had traditionally been of the linear design for well over a hundred years. Linear means that the cells are arranged along a common hallway more or less in a line, resulting in fewer staff necessary to supervise the inmates. One officer would be responsible for several cellblocks daily, checking on each at least every 30 minutes. This meant that the inmates were on their own basically for 30 minutes until an officer came by to check on them. Not surprisingly, rule infractions and violence were common, as was vandalism. Officers spent years working in this environment, in which the more violent an inmate was or the more severe the charge, the greater the number of bars and doors separating the inmate from the officers. Officers complained to each other about feelings of stress and burnout from working in this environment. Correctional officer stress has been researched in depth over the years. Stress can lead to burnout of the officers. Burnout consists of emotional exhaustion, depersonalization and personal accomplishment. In 2006, Kane County officials knew that a new jail was needed due to the deterioration and overcrowding of the old jail. The officials chose a facility based on the Direct Supervision model, in which officers are assigned to each cellblock or pod and stay inside with the inmates. Officers and staff began to complain to each other about the chosen design and how they feared an increase in stress and violent working environment in the new facility. In *Neutralizing the Negative Impact of Organizational Change during the Transition Process,* the author wrote about addressing staff anxiety when transitioning into a new facility. (Smith, 1993) However, she did not address the impact moving to the new facility would have on the officers' levels of stress

and burnout after the move. Nor did the article address the feelings of officer safety in the new facility. It appears that there is no research into the impact of moving into a new facility with a new direct supervision philosophy on the officers' level of stress, burnout and feeling of safety.

Administrators were curious to see what the impact on officers and staff was during the transition from linear to direct supervision facilities. Since no research was found on this specific event, KCSO commissioned an internal study of the effects of stress and burnout on staff during the transition from a linear model to a direct supervision model. The surveys included questions about feelings of stress, burnout and safety. They also asked for background information about the respondents including gender, race, age, length of service, rank and education level to see if any of these factors were significant in the officers' feelings of stress, burnout or safety. Officers and staff were surveyed prior to and one year after the move to the new facility. This researcher analyzed these two surveys and the results are presented in this research document.

APPROVAL PAGE

This thesis by Lynne Marie Woodruff is accepted in its present form by the Department of Law Enforcement and Justice Administration of Western Illinois University as satisfying the thesis requirements for the degree Masters of Arts.



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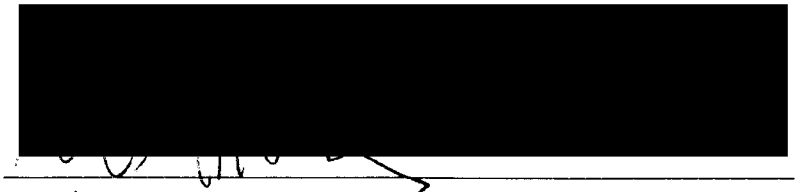

Member, Examining Committee
Dr. Bill McCamey

Member, Examining Committee
Dr. Barry McCrary

April 29, 2010
Date

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CHAPTER ONE
INTRODUCTION

The Kane County Sheriff's Office Jail in Illinois had traditionally been of the linear design for well over a hundred years. Linear means that the cells are arranged along a common hallway more or less in a line, resulting in fewer staff necessary to supervise the inmates. One officer would be responsible for several cellblocks daily, checking on each at least every 30 minutes. This meant that the inmates were on their own basically for 30 minutes until an officer came by to check on them. Not surprisingly, rule infractions and violence were common, as was vandalism. Officers spent years working in this environment, in which the more violent an inmate was or the more severe the charge, the greater the number of bars and doors separating the inmate from the officers. Officers complained to each other about feelings of stress and burnout from working in this environment. Correctional officer stress has been researched in depth over the years. Studies indicate that the leading causes of stress among correctional officers are working conditions, understaffing, overtime, rotating shift work, threat of violence, inmate demands and manipulation and co-worker problems. Additionally, external stressors include poor public image and low pay. (Barnes, Sheley, Logsdon and Sutherland, 2003, Crary, 2005, Delprino, 2009, Finn, 2000, Finn and Kuck, 2005, Hafner, 2003, Sauter, Murphy, et. al, 2008 and Sheehan and Van Hasselt, 2003).

Stress can lead to burnout of the officers. Burnout consists of emotional exhaustion (feelings of being emotionally overextended and exhausted by one's work), depersonalization (an unfeeling and impersonal response toward recipients of one's service, care or instruction) and personal accomplishment (feelings of competence and successful achievement in one's work).

(Maslach, 1976) Burnout results in absenteeism, health problems, and early retirement. A number of publications offer several examples of successful programs that agencies have implemented for helping officers who are suffering from tremendous stress and burnout. (Finn, 2000)

In 2006, Kane County officials knew that a new jail was needed due to the deterioration and overcrowding of the old jail. The officials chose a facility based on the Direct Supervision model, in which officers are assigned to each cellblock or pod and stay inside with the inmates. Officers and staff began to complain to each other about the chosen design and how they feared an increase in stress and violent working environment in the new facility. In *Neutralizing the Negative Impact of Organizational Change during the Transition Process,* the author wrote about addressing staff anxiety when transitioning into a new facility. (Smith, 1993) However, the author did not address the impact moving to the new facility would have on the officers' levels of stress and burnout after the move. Nor did the article address the feelings of officer safety in the new facility. It appears that there is no research into the impact of moving into a new facility with a new direct supervision philosophy on the officers' level of stress, burnout and feeling of safety.

Administrators were curious to see what the impact on officers and staff was during the transition from linear to direct supervision facilities. Since no research was found on this specific event, KCSO commissioned an internal study of the effects of stress and burnout on staff during the transition from a linear model to a direct supervision model. The surveys included questions about feelings of stress, burnout and safety. They also asked for background information about the respondents including gender, race, age, length of service,

rank and education level to see if any of these factors were significant in the officers' feelings of stress, burnout or safety. Officers and staff were surveyed prior to and one year after the move to the new facility. This researcher analyzed these two surveys and the results are presented in this research document.

This researcher analyzed the differences in responses pre move and post move using frequency tables and cross tabulations. These responses were compared across the background information (gender, age, race, rank, length of service and education level). Twenty- one of the 24 null hypotheses were accepted due to no statistically significant differences in responses pre and post move. Although respondents indicated that their stress and burnout levels were less one year after the move, the differences did not meet the standard for statistical significance. A decline in population from pre move to post move was statistically significant, but the reason for the decline cannot be solely attributed to the new facility. A decline in disciplinary infractions from pre move to post move was also found to be statistically significant between the linear and direct supervision jails. Further analysis factoring in the change in population also revealed a statistically significant decline in disciplinary infractions. While this is significant, there may also be additional contributing factors, such as being in a brand new facility, where vandalism would be easier to detect.

This research is important to the field of criminal justice and corrections in particular in that it has added to the body of knowledge regarding direct supervision and the impact it may have on disciplinary infractions. Further research could be conducted into the causes of the decline

of infractions. Further study of the impact of a new philosophy on staff could be conducted more in depth by interviewing staff so they could expand on their survey responses and provide additional information on the causes of their stress, burnout and safety. A follow- up survey could be conducted at some future time period and the differences in responses could be analyzed to find the impact of working long term in a Direct Supervision facility after having worked in a linear facility.

CHAPTER TWO
LITERATURE REVIEW

History of Prisons

Violators of social order have been dealt with in myriad ways since the beginning of recorded civilization. Imprisonment of these violators was one method of social control; although they have varied titles; prison, penitentiary, correctional facility, jail, and diagnostic and treatment centers, their functions are similar. For consistency, the word prison will be used in this document until noted later. Societies over hundreds of years have developed seven (7) primary punitive strategies to deal with undesirable behavior:

1. Death
2. Physical injury
3. Deprivation of liberty
4. Disgrace
5. Forced labor
6. Financial penalties
7. Banishment (Fox, 1983, Johnston, 2000, Stinchcomb and Fox, 1999)

For centuries, the functions and goals of prisons have varied during different periods of time and include several or all of the following:

1. Custody and safekeeping of inmates and defense against outside force
2. Punishment
3. Systematic supervision of both prisoners and their keepers
4. Prevention of corruption of prisoners as a consequence of their association with one another
5. Maintenance of prisoners' health
6. Reformation of prisoners by various measures, such as religious instruction, solitude, labor, vocational and academic instruction, and therapy. (Johnston, 2000, Rusche and Kirchheimer, 1939)

Temples were the first buildings used to house offenders by allowing sanctuary. (Fox, 1983, Stinchcomb and Fox, 1999) A collection of Chinese poetry, history, and philosophy edited by

Confucius noted prison building around 2000 B.C. (Johnston, 2000) Greek historian Herodotus wrote about an Egyptian ruler who used detention in conjunction with forced labor in the eleventh century. (Fox, 1983, Johnston, 2000, Morris and Rothman, 1995) By the sixteenth century, prisons were limited to four (4) functions: the primary function was to securely detain those suspected of wrong-doing until the guilty could be executed or subjected to corporal punishment or exile. Secondly, prisons were used to detain those who had fallen out of favor with the rulers, or political prisoners. Lastly, common criminals were also housed in prisons, as were slaves and prisoners of war. (Fox, 1983, Johnston, 2000, Morris and Rothman, 1995, Rusche and Kirchheimer, 1939) In ancient Greece, only debtors and those convicted of treason could be imprisoned. (Fox, 1983, Johnston, 2000) Incarceration was used to coerce the payment of debts, detention pending trial and to provide a venue for the exhibition of prisoners prior to mutilation. (Fox, 1983, Johnston, 2000, Morris and Rothman, 1995, Rusche and Kirchheimer, 1939) Incarceration in and of itself was not considered punishment until the fourteenth or fifteenth centuries; instead prisons were meant only to confine people until their trial or the imposition of punishment. (Fox, 1983, Johnston, 2000, Morris and Rothman, 1995, Rusche and Kirchheimer, 1939, Stinchcomb and Fox, 1999)

During these periods, the living conditions in prisons were deplorable and many prisoners did not survive. Many prisons were built underground with little or no light. Some were built out of bedrock and accessed by a trapdoor, through which prisoners were dropped to the cell below. (Fox, 1983, Johnston, 2000, Rusche and Kirchheimer, 1939) Rarely were men, women and children separated. By the thirteenth century, some prisons began separating the women from the men. Additionally, offenders started to be separated by offense. For instance, felons

and serious wrong-doers were frequently kept underground while debtors, political prisoners and prisoners of war were kept in chains in larger rooms above ground. (Johnston, 2000, Rusche and Kirchheimer, 1939, Stinchcomb and Fox, 1999) Little evidence exists of these ancient prisons, whether it is drawings or ruins of the buildings. Much more evidence can be studied of the prisons built in castles and fortresses during the period between the twelfth and seventeenth centuries since many still exist. Prisons were frequently built of wood inside stone castles, which also housed the lord and his family. A donjon (today's dungeon) or keep was typically a defensive structure built several stories above the inner yard. (Fox, 1983, Johnston, 2000) This area was used to detain political prisoners, as well as criminals. Some castles had iron cages suspended from the ceiling in which to hold prisoners. Other castles had constructed multiple levels of detention, with the lowest level commonly referred to as "the pits" which was reserved for the most heinous offenders or those of low social status. (Johnston, 2000) Although there was no "standard" castle architecture, they had common features of the prison rooms: tiny slit windows more than seven feet above the floor, but since the walls were typically more than ten feet thick, little or no light or airflow was to be had. The toilet was typically a bucket or hole in the floor through which the sewage dropped to the moat. (Johnston, 2000) The Tower of London, one of the oldest towers in Britain, is probably the most famous of this type of prison. It consists of four levels, with the lowest level (called the vaults) being used as a prison for rebels, pirates and Jews up until the end of the fifteenth century. (Fox, 1983, Johnston, 2000, Stinchcomb and Fox, 1999) Other towers built in the walls of the Tower of London have held political prisoners throughout the centuries, as well as housing prisoners of war in the First and Second World Wars. (Fox, 1983, Johnston, 2000)

These towers had window slits which were two inches wide and forty-four inches long, making them suitable for shooting arrows, but not escape. (Fox, 1983, Johnston, 2000) The ground floors housed the keepers and their servants. The second floor held noblemen and their families in the spacious rooms. The next floor housed the servants of the imprisoned noblemen. The lowest level held the common criminals. (Fox, 1983, Johnston, 2000) Prisoners were also held in various locations such as church steeples, toll houses, bridges and town gates. (Fox, 1983, Johnston, 2000) Prisoners who were rich did not suffer much; they had plenty of food and sometimes were able to have their families stay with them for a price. (Morris and Rothman, 1995, Rusche and Kirchheimer, 1939, Stinchcomb and Fox, 1999, Stohr and Cooper, 2007) The Kilmainham Gaol (pronounced jail) in Ireland had windows along the street so that the prisoners could beg for food or liquor from passersby. (Morris and Rothman, 1995, Rusche and Kirchheimer, 1939, Stohr and Cooper, 2007)

Near the end of the eighteenth century, authorities on a frequent basis were using imprisonment as punishment instead of death, mutilation and exile; this was based on the teachings and examples of the Catholic Church, which had been using imprisonment as a way to cause the heart of the sinner to turn to the better. Whips, hard labor, solitary confinement and the gallows were used to keep prisoners in line and to deter society from committing similar crimes. (Colvin, 1997, Fox, 1983, Johnston, 2000, Morris and Rothman, 1995, Rusche and Kirchheimer, 1939, Stinchcomb and Fox, 1999, Stohr and Cooper, 2007) England no longer could banish offenders to America due to the Revolution, which lead to an increase in building prisons in England. Additionally, America had a need for prisons due to the increase in civilization of the country as well as the development of criminal law. (Colvin, 1997, Fox, 1983,

Morris and Rothman, 1995, Stinchcomb and Fox, 1999) Many prisons during this time were run for profit and charged the prisoners for beds, linens, food and the fitting and removal of chains. (Fox, 1983, Johnston, 2000, Morris and Rothman, 1995, Rusche and Kirchheimer, 1939, Stinchcomb and Fox, 1999, Stohr and Cooper, 2007) In these overcrowded prisons, there was frequently no sewers, water or fresh air, which resulted, not unexpectedly, in death for a high number of prisoners. (Johnston, 2000, Stinchcomb and Fox, 1999) Prison architecture began to take shape during this period, known as the early modern period, but still did not take substantial steps towards reforming the administration of prisons. One example of this period still remains in Warwick, England. This prison was built as an underground dungeon beneath a county jail. It is octagonal shaped, twenty-one feet in diameter nineteen feet underground. It is access by several doors and a long staircase, with a grate in the ceiling. In the center of the dungeon is a small open drain for sewage, which drops down to a spring. Around this pit were eight posts, to which heavy chains were attached. Prisoners were chained by the leg in circular fashion. In 1817, a visitor observed forty-five prisoners housed there. (Johnston, 2000, Stohr and Cooper, 2007) Prison societies began to speak out against prison conditions during this period. In 1699 in England, the Christian Knowledge Society visited prisons, distributing religious books and money. They also proposed keeping each prisoner in a separate cell. (Fox, 1983, Johnston, 2000, Morris and Rothman, 1995)

A strong prison reform began to take shape during this time. Instead of only punishing criminals, prisons were now expected to reform them. As a result in this shift of thinking, prison architecture and administration began to change. Originally constructed based on fear of incarceration, religious instruction, education and the health of the prisoners were now to be

considered while designing prisons. (Fox, 1983, Johnston, 2000, Stohr and Cooper, 2007) Additionally, John Howard became a reformer of prisons, visiting them in Europe and abroad, and writing about the deplorable conditions he observed. (Colvin, 1997, Fox, 1983, Johnston, 2000, Stinchcomb and Fox, 1999, Stohr and Cooper, 2007) His single-mindedness of purpose, as well as that of Jeremy Bentham, who was a leader of the reformers of the time, positively influenced prison building and the administration of the facility. (Colvin, 1997, Johnston, 2000, Morris and Rothman, 1995, Stinchcomb and Fox, 1999, Stohr and Cooper, 2007) Surveillance or inspection of the prisoners had been lax at best over the years, resulting in assaults, collusion and unsafe conditions for the prisoners. Bentham and Howard and their contemporaries pushed for continual surveillance, which it was believed would lessen the abuses and bad influences of the prisoners, as well as prevent riots, escapes and bad behavior. Other improvements they sought were the segregation of prisoners by age, sex and severity of offense, individual cells instead of common rooms, salaried staff to prevent extortion of prisoners, provision of adequate clothing and food, and hiring chaplains and doctors for the prisoners. (Fox, 1983, Johnston, 2000, Morris and Rothman, 1995, Stinchcomb and Fox, 1999) In England, the Gaol Act of 1823 was an attempt to bring organization to prisons. Classification was introduced as a way to control the violence in prisons. Separate cells were too expensive for most governments to build as a way to separate prisoners, so administrators began to classify the prisoners according to sex, seriousness of charges and age. (Fox, 1983, Johnston, 2000) Although this plan lost favor over time, it was a foreshadowing of the classification aspect of the Direct Supervision model in the next century.

Prison design began to include varied geometric shapes, including rectangles, squares, circular and radial, which was the most prevalent at the end of the eighteenth century. (Johnston, 2000) This design included a central building, usually housing the keeper and with the prison wings radiating out like spokes on a wheel. Some cell designs included raised cells, which allowed for better ventilation and heating and prevented prisoners from digging through the floor. Two limitations that continued to cause problems were the lack of proper sanitation and the inability of the keepers to inspect the prisoners easily. (Johnston, 2000, Morris and Rothman, 1995) Jeremy Bentham designed a circular building called a Panopticon, in which the cells were built on the outside wall of the building, with the keeper's gallery rising in the center. This allowed the keepers to observe the prisoners, but not be observed by them. In the United States, there were two (2) prisons built in the Panopticon tradition. However, neither of these buildings was conducive to proper housing of prisoners. Ventilation was poor; the cells were damp, leading to disease which resulted in a high mortality rate. Overcrowding prevented the solitary confinement of unruly prisoners and eventually the prisons were demolished. (Colvin, 1997, Fox, 1983, Johnston, 2000, Wener, Frazier and Farbstein, 1993)

By the late nineteenth and early twentieth century's, the U.S. was experiencing labor shortages. Reformers and lawmakers believed that prisoners should work and support their incarceration. The first penitentiary was the Walnut Street Jail built in Philadelphia in 1790. Concepts advocated by John Howard and others were implemented: men and women were housed separately, no liquor was available and offenders were classified by the seriousness of their offense. (Colvin, 1997, Fox, 1983, Johnston, 2000, Morris and Rothman, 1995, Stinchcomb and Fox, 1999) Prisoners worked silently in their cells during the day and were encouraged to

meditate on their evil ways at night. Solitary confinement was necessary to eliminate "contamination" from other prisoners. (Colvin, 1997, Morris and Rothman, 1995, Stinchcomb and Fox, 1999) This jail was the model for the Pennsylvania system in the northeastern states, but it did not last because suicides and increased mental illness caused by solitary confinement forced changes, as did overcrowding. (Colvin, 1997, Morris and Rothman, 1995, Stinchcomb and Fox, 1999)

Based on the Pennsylvania system, the Auburn plan was slightly different in that prisoners were expected to work in silence in shops during the day, stay in isolation at night and receive harsh discipline for infractions. The goal of this system was to break the spirit of the prisoner and make them completely submissive. (Colvin, 1997, Fox, 1983, Johnston, 2000, Morris and Rothman, 1995, Stinchcomb and Fox, 1999) Because this plan could produce labor, it was a profitable system and followed in several states, such as New Jersey, Michigan, Pennsylvania, Ohio, Tennessee, and Indiana. (Johnston, 2000, Stinchcomb and Fox, 1999) The cell size of these prisons varied greatly; for instance in Green Bay, the cells were nine feet ten inches by six feet six inches and seven feet high. Others were very small, such as in Jackson Michigan, which were three feet six inches by seven feet. Overcrowding during the early twentieth century eliminated the single cell theory of the Auburn plan. (Colvin, 1997, Fox, 1983, Johnston, 2000, Morris and Rothman, 1995) These lateral buildings did not have the flexibility to accommodate accurate classification of prisoners and prisoner control was difficult. (Colvin, 1997, Johnston, 2000) The prisoners themselves began to change; no longer were they only debtors or petty criminals, prisoners were more hardened violent offenders, convicted of murder, robbery, rape and arson. In England, in the 1770's, 60 percent of prisoners were debtors; by the 1870's, only

3 percent were debtors. (Morris and Rothman, 1995) Sentences were longer and treatment of the prisoners more harsh by increasingly more cynical guards and wardens. They knew no rehabilitation was taking place and that many prisoners would not be released for years, so they felt secure enough to increase the harshness of discipline. (Morris and Rothman, 1995)

In 1870, the National Congress on Penitentiary and Reformatory Discipline, now known as the American Correctional Association, met for the first time in an attempt to coordinate professional effort in corrections. (Fox, 1983, Stinchcomb and Fox, 1999, Wells and Alt, 2005) Guidelines were established, consisting of thirty-seven (37) principles for the operation of prisons. Emphasis was placed on education, incarceration by stages from maximum security to daytime work release, indeterminate sentence, classification and programs specific for the different classifications of the inmates. (Fox, 1983, Stinchcomb and Fox, 1999) Minimum custody institutions began to be built and classification became more widely used during the 1930's. (Fox, 1983, Johnston, 2000)

Varied prison designs began to appear during this period. "Telephone pole" design became the next most popular design in the 1930's and 1940's. This design included a central corridor with housing wings built at ninety degrees from the corridor. Prisons built in this manner included the Maryland Reformatory, Soledad in California, Utah State prison at Draper and Eastern State Penitentiary on Graterford, Pennsylvania. (Johnston, 2000) "Stateville," built with inmate labor in Illinois between 1916 and 1924, was a Panopticon prison facility built in the U.S. (Johnston, 2000, Wener, Frazier and Farbstein, 1993) The central guard towers had underground access so that guns and additional officers could get to any cellblock in which

there was a disturbance. (Johnston, 2000) States were allowed to build whatever kind of prison they wanted, there was no standard or guidelines for them to follow. With the exceptions of the previously mentioned radial prisons, most other designs were non-radial during the early twentieth century. During this time, prisons were designed to reduce prisoner contact, but by World War I, these attempts were abandoned. (Johnston, 2000) During the Great Depression and through World War II, prison building slowed tremendously but as soon as WW II ended, prison building in the U.S. took off. (Johnston, 2000)

During the period from the 1930's to the 1970's, the *medical model* of criminal justice was prevalent. This model held that offenders were not necessarily responsible for their actions; instead society had to diagnose and cure the offender's illness, which could be caused by issues such as psychological (mental illness), sociological (family environment), economic (unemployed), or physiological (improper diet). (Morris and Rothman, 1995, Stinchcomb and Fox, 1999) This meant that prisons were responsible for rehabilitating offenders and successfully returning them to society. Societal changes such as rising crime rates, conservative public attitudes and high recidivism rates forced a change towards a "get tough" attitude against offenders by the 1970's. (Morris and Rothman, 1995, Stinchcomb and Fox, 1999) In 1974, the "Martinson report" effectively ended the medical model. (Dinitz, 1999) This report detailed the ineffectiveness of treatment programs:

> "Although the report merely confirmed the reality which correctional workers had been facing for years- namely, that some approaches work with some offenders under certain conditions and that nothing works with all offenders under all conditions- it had profound political and policy effects on corrections." (Stinchcomb and Fox, 1999, pp. 31)

This lead to erosion in the confidence of society of corrections' ability to rehabilitate offenders, resulting in the *justice model* of criminal justice. In the 1970's, society began to believe that offenders had personal responsibility for their actions and were not "sick". Since offenders chose to commit crimes, it was thought they must be punished, not treated. (Morris and Rothman, 1995, Stinchcomb and Fox, 1999) Punishments were of determinant lengths of time, no longer dependent on the success of the treatment. Penalties were clear for those who wished to commit crimes, as society chose to punish criminals and seek retribution for their crimes. This resulted in corrections' function to be the safe and secure control of those incarcerated during the period of incarceration and no longer rehabilitation. (Colvin, 1997, Stinchcomb and Fox, 1999)

In 1965 President Lyndon Johnson created the *President's Commission on Law Enforcement and Administration of Justice* to address national crime and make recommendations for improving the functions of the police, courts and corrections. The report for corrections stated that the most important determinant for effectiveness was a sufficient number of qualified staff. Recommendations were made for dramatic improvements in the selection, training, supervision and accountability of correctional personnel. (Morris and Rothman, 1995, Stinchcomb and Fox, 1999) Recommendations for offenders included expanding community based programs instead of incarceration, using community resources for reintegration, upgrading educational and vocational training, improving prison industries, expanding graduated release and furlough programs and providing separate treatment for special offender groups. (Morris and Rothman, 1995, Stinchcomb and Fox, 1999) The first correctional standards were created during this time for operating institutions and programs. (Stinchcomb

and Fox, 1999) These standards were the basis for the standards used by the American Correctional Association's Commission on Accreditation. Bread and water diets, corporal punishment, and "make work" had been replaced with concerns for the proper treatment, supervision and discipline of inmates. (Stinchcomb and Fox, 1999)

Also during this time, prisoners began successful litigation, using the writ of habeas corpus, which is a means to challenge their illegal incarceration and the Civil Rights Act, which was originally intended to protect the civil rights of freed slaves after the Civil War but began to be used by prisoners to address violations of their federal civil rights, resulting in more facilities under judicial orders. (Morris and Rothman, 1995)

Court activity in corrections can be divided into three (3) periods, according to Dinitz (1999).

A. **Hands-off Policy Period** lasted roughly 1871 to 1964. This period began with *Ruffin v. the Commonwealth of Virginia* which basically stated that inmates were slaves of the state and had no rights. Whatever privileges were extended to them were at the discretion of the state but not the state did not owe any rights to the inmates.

B. **Hands-on Period** began in 1964 as a result of *Cooper v. Pate* in which black Muslims were granted the right to be recognized. This case resulted in courts inserting themselves into the administration of prisons and raised the issue of inmate rights. Complaints based upon the first (free speech and assembly), fourth (right to counsel), sixth (search and seizure), eighth (cruel and unusual punishment) and the fourteenth (due process and equal protection) Amendments flooded the court system. Eventually as many as 50 specific areas of prisoner rights were ruled on, as well as living conditions.

C. **Restrained Hands Doctrine** began in the late 1970's when the courts decided that corrections administration should not be "unduly interfered with", as stated in *Rhodes v. Chapman* (double bunking), *Bell v. Wolfish* (unannounced cell searches and double bunking) and *Jones v. North Carolina* (prisoner right to organize and bargain collectively).

Coinciding with the court intervention was the managerial revolution of corrections at roughly the end of the World War II. (Dinitz, 1999) No longer was patronage and personal gain

tolerated; instead competence, responsibility and accountability were emphasized. (Dinitz, 1999) Selection and training of personnel was a priority as was refining the chain of command and specialization of medical, legal, accounting, fiscal planning, and maintenance in what could be called the bureaucratic model of administration. (Dinitz, 1999) This model had five (5) issues that had not been in focus in the past.

A. Diversity of employees to include African-Americans, women and other minorities.
B. Accreditation of correctional institutions became uniform.
C. Minimum standards were created for all aspects of institutions.
D. Unionization of employees rose dramatically.
E. New technology such as computers, teleconferencing, and MIS systems are continuous innovations. (Dinitz, 1999, Nelson, 1995, Rosenblatt, 2009, Upchurch, 2009)

Today criminal law has four (4) principal functions which are to enact justice, to incapacitate criminals, to deter crime by making society aware of the punitive consequences of wrong-doing and to reform criminals or to modify their behavior out of fear of further sanctions. (Johnston, 2000, Lynch and Sabol, 2000, Martin and Reiss, 2008, Morris and Rothman, 1995, Stinchcomb and Fox, 1999)

All of these threads, judicial intervention, managerial revolution, hardening of criminals, ineffective, outdated facilities, principal functions and the evolution of the bureaucratic model, lead to the creation of a new supervisory technique called Direct Supervision.

Direct Supervision

In the early 1970's, the Federal Bureau of Prisons (BOP) had a serious need for local holding facilities so they held a design competition between three firms from New York, Chicago and San Diego. (Jacobsen and Reid, 1995, O'Toole, 2001) As a result of court decisions, law

enforcement agencies were forced to provide more enhanced inmate supervision to reduce their liability for failure to protect. This lead to the need for active and continuous supervision of the inmates. (Jacobsen and Reid, 1995) All three firms came up with similar designs to meet the BOP criterion and the first recognized local new generation jail opened in 1981 in Contra Costa, California. (Ard, 1991, Jacobsen and Reid, 1995, O'Toole, 2001, Wener, Frazier and Farbstein, 1993) This new generation design became known as "direct supervision." (Jacobsen and Reid, 1995, Johnston, 2000, Perroncello, 1991, Wener, Frazier and Farbstein, 1993)

Direct Supervision philosophy has nine elements that must be met to be successful:

1. Direct Supervision is an overall philosophy of operation which constantly and consistently reinforces good behavior.
2. A new role is created for the inmate in the jail setting. Inmates are expected to act like normal adults, not inmates.
3. A total environment is created that will support that expectation.
4. Many incentives and rewards for good behavior will used so the inmates know it is in their best interest to behave.
5. Typical inmate hassles will be eliminated in return for good behavior.
6. A normalized environment is created to elicit a normalized response from the inmates. For those who cannot act normally, then an "old style" jail within the new jail will be used.
7. Inmates will be expected to be involved in the operations of the housing unit and do most things for themselves.
8. Staff will be readily accessible to the inmates. Barriers such as walls and bars are removed to facilitate this. Staff attitudes and demeanors must be such that they are accessible to the inmates.
9. Staff must deal with the inmates in a positive, non-judgmental manner. (Jacobsen and Reid, 1995, Martin and Reiss, 2008, Wener, Frazier and Farbstein, 1993)

Jails, which are local correctional institutions for those awaiting trial or serving short sentences, (Stinchcomb and Fox, 1999) had traditionally been of the liner design. Linear jails are a traditional jail design in which the design is generally rectangular with corridors leading to single cells arranged at right angles to the corridor, resulting in intermittent surveillance of the

cells. (Martin and Reiss, 2008, Wener, Frazier and Farbstein, 1993) The next jail design was of the Podular Remote cellblock. This typically was a central control area, from which officers could supervise two cellblocks or pods. Bars, walls and glass separated the officers from the inmates. (Jacobsen and Reid, 1995, Wener, Frazier and Farbstein, 1993) Problems with this design were that an "us against them" mentality was fostered by the barriers, with inmates becoming tense whenever officers entered "their" territory. (Jacobsen and Reid, 1995, Wener, Frazier and Farbstein, 1993) This lead to the design of the new generation jail, which was not only a new way of jail management, but also of architecture. Direct Supervision is a combination of management and operational philosophy, design features and staff training in which officers are in constant and direct contact with the inmates, allowing them to get to know the inmates and recognize and respond to trouble before it escalates. (Bigelow, 1994, Evans, 1993, Clem, Gordon, Sheanin, and Smith, 2006, Martin and Reiss, 2008, Perroncello, 1991, Walters and Davis, 2007, Wener, Frazier and Farbstein, 1993) Officers also became more responsible for the organization, supervision and control of the daily operation of a direct supervision housing unit, since they were directly within the housing unit. (Evans, 1993, Jacobsen and Reid, 1995, Martin and Reiss, 2008, Perroncello, 1991, Walters and Davis, 2007, Wener, Frazier and Farbstein, 1993)

Eight principles must be met for any successful Direct Supervision operation:

1. Competent Staff
2. Classification and Orientation
3. Effective Communication
4. Effective Supervision
5. Just and Fair
6. Effective Control
7. Safety of Staff and Inmates

8. Manageable and Cost Effective Operations (Farbstein, Liebert, Sigurdson, 1996, O'Toole, Nelson, Liebert and Keller, 2004, Perroncello, 1991, Walters and Davis, 2007, Wener, Frazier and Farbstein, 1993)

Traditionally, officers were not required to interact with inmates in a linear setting, other than to open a door to put them into or take them out of a cellblock. Interpersonal communications were not necessarily a requirement or even encouraged for being an officer. Officers relied on the physical barriers between them and the inmates for a feeling of security. (Alese, 1993, Evans, 1993, Martin and Reiss, 2008, Myers, 1993, Wener, Frazier and Farbstein, 1993) Staff hierarchy was modeled in a military type leadership. Supervisors are in charge, accept little or no feedback from officers and do not let officers make any decisions. (Evans, 1993, Myers, 1993) All of these factors may lead to increased stress of staff.

Stress and Burnout

Transitioning from a linear jail to a direct supervision facility, supervisors must delegate authority to officers, which can be stressful for both the officers and supervisors. (Elias and Milosovich, 2005, Myers, 1993) Officers who had not been allowed to make decisions were now expected to make almost all decisions in a housing unit. Supervisors who had complete control in a linear setting, now had to relinquish authority to the officers, causing stress to the supervisors because their role was changing. (Myers, 1993) Additionally, by being in the housing unit with the inmates, the likelihood of inmate attacks could increase, also causing stress on the officers. (Martin and Reiss, 2008, Wener, Frazier and Farbstein, 1993) Officers also may feel exposed and endangered by being inside a housing unit and especially feel

uncomfortable being in close proximity to inmates who had previously been behind barriers. (Wener, Frazier, and Farbstein, 1993)

Organizational change also results in stress, especially among staff that are resistant to the impending change. (Elias and Milosovich, 2005) While resistance to change is normal, several factors can increase the resistance to change.

- If the change is perceived as threatening, rather than helpful, resistance will increase.
- Changes that are imposed on a group of people, such as officers, are more likely to be resisted. A good example of this occurs when a facility changes from a linear setting to a direct supervision philosophy.
- The magnitude of change determines the magnitude of resistance. (Elias and Milosovich, 2005)

Resistance to change can be expressed several ways, including passively. This passive resistance can be exhibited by defensive behavior by staff and expressed as concerns about officer safety. (Elias and Milosovich, 2005) However, this concern is actually about resistance to change and the fear of the unknown. (Elias and Milosovich, 2005)

Correctional officer stress has been researched in depth over the years. Studies indicate that the leading causes of stress among correctional officers are working conditions, understaffing, overtime, rotating shift work, threat of violence, inmate demands and manipulation and co-worker problems. Additionally, external stressors include poor public image and low pay. (Barnes, Sheley, Logsdon and Sutherland, 2003, Crary, 2005, Delprino, 2009, Finn, 2000, Finn and Kuck, 2005, Hafner, 2003, Sauter, Murphy, et. al, 2008 and Sheehan and Van Hasselt, 2003).

Stress can lead to burnout of the officers. Burnout consists of emotional exhaustion (feelings of being emotionally overextended and exhausted by one's work), depersonalization (an unfeeling and impersonal response toward recipients of one's service, care or instruction) and

personal accomplishment (feelings of competence and successful achievement in one's work). (Maslach, 1976) These feelings are commonly measured using the Maslach Burnout Inventory (MBI) but those surveys may be costly to implement in large agencies. Burnout results in absenteeism, health problems, and early retirement. A number of publications offer several examples of successful programs that agencies have implemented for helping officers who are suffering from tremendous stress and burnout. (Finn, 2000)

In *Neutralizing the Negative Impact of Organizational Change during the Transition Process,* the author wrote about addressing staff anxiety when transitioning into a new facility. (Smith, 1993) However, the author did not address the impact moving to the new facility would have on the officers' levels of stress and burnout after the move. Nor did the article address the feelings of officer safety in the new facility. It appears that there is no research into the impact of moving into a new facility with a new direct supervision philosophy on the officers' level of stress, burnout and feeling of safety.

The Kane County Sheriff's Office (KCSO) had a traditional linear style jail until moving to a new direct supervision facility in 2008. Administrators were curious to see what the impact on officers and staff was during the transition from linear to direct supervision facilities. Since no research was found on this specific event, KCSO commissioned an internal study of the effects of stress and burnout on staff during the transition from a linear model to a direct supervision model.

Officers and staff were surveyed prior to and one year after the move to the new facility. This researcher analyzed these two surveys and the results are presented in this research document.

CHAPTER THREE
RESEARCH METHODOLOGY

Proposition of the problem

After listening to the Kane County Jail officers for a period of time, Kane County Sheriff's Office administrators began to speculate if the stress, burn out and unsafe feelings they displayed would be validated after the move or would the stress level actually be reduced in the new environment. The administrators wanted to measure the officers' feelings of stress, burn out and safety at two separate times; first, as they felt them when the new design was unveiled a year prior to the move to the new facility. This survey is referred to as the "Pre-Direct" survey. (See Appendix A.) Secondly, measure the same levels one year later, which is approximately one (1) year after the move and referred to as the "Post- Direct" survey. (See Appendix B.) Having a pre and post move survey was important to testing change in staff perceptions. Would the officers' stress level and feeling of burn out lessen dramatically as they become more familiar and settle into their new roles? Would they also be surprised at how safe they felt in the new setting? Would moving into a new facility actually lessen the feelings of burn out and stress? The surveys were sent out and collected but never analyzed by the administration. This researcher then asked to use this secondary data in this research design.

This research design measured the stress level, burnout and feeling of safety of the 122 sworn Correctional Officers and eighteen (18) civilian employees at the Kane County Sheriff's Office before moving into a new facility with a different philosophy of detention, during the transition period and one year later. The survey results were analyzed to determine the impact of moving had on the officers.

Theory explaining problem

The research design was to explore through analysis of the survey results that the stress levels of the officers decreased as a result of the move to a new facility with a new direct supervision philosophy. The analysis also was to measure that the burnout reported by the officers was also reduced. The officers' overall feeling of safety was measured as a result of the move and new philosophy.

In theory, a positive change may occur because of the officers' involvement in the transition project. Officers may feel more ownership in the new facility because they may feel a part of the design process, as well as having some influence in the policy making. Officers may ultimately realize that they are in control of the pods, not the administration or the detainees. Such positive feelings among officers should result in less stress, less burnout and increased safety. Increased safety should be measureable by the rate of infractions of detainees compared to the average daily population in the months before and after moving to a direct supervision facility.

Operational Definitions

Burn out- A process that produces three conditions: (1) emotional exhaustion or feelings that the person is overextended and exhausted by the job, (2) depersonalization that causes impersonal and cynical interactions with inmates, and (3) lack of feelings of personal accomplishment. (Finn, 2000) Survey instrument questions 7, 11, 12, and 13 measure this.

Direct Supervision- A combination of management and operational philosophy, design features and staff training in which officers are in constant and direct contact with the inmates, allowing them to get to know the inmates and recognize and respond to trouble before it escalates. (Wener, Frazier and Farbstein, 1993)

Gang Member- A person who belongs to a group or association of 3 or more persons with a common identifying sign, symbol or name who individually or collectively engage in criminal activity that creates an atmosphere of fear and intimidation. (NGIC, 2009)

Jail- Local correctional institutions for those awaiting trial or serving short sentences. (Stinchcomb and Fox, 1999)

Linear- A traditional jail design in which the design is generally rectangular with corridors leading to single cells arranged at right angles to the corridor, resulting in intermittent surveillance of the cells. (Wener, Frazier and Farbstein, 1993)

Likert Scale- Measurement scales that allow us to measure the degree to which respondents hold certain attitudes. (Fitzgerald, 2002)

Lock Down- The act of securing an inmate inside of a cell, restricting access to the dayroom. (Perez, 2009)

Officer- One who is responsible for the organization, supervision and control of the daily operation of a direct supervision housing unit, specifically officers surveyed in 2008 and 2009. (Jacobsen and Reid, 1995)

Pod- An individual unit which contains a dayroom surrounded by individual cells inside of a correctional facility. (Wener, Frazier and Farbstein, 1993)

Stress- A mentally or emotionally disruptive and upsetting condition occurring in response to adverse external influences and a stimulus or circumstance causing such a condition. (Finn, 2000) Survey instrument questions 3, 6, 8, 11, 12 and 13 measure this.

Statistical Significance- The amount of acceptable risk of a Type 1 or Type 2 sampling error when accepting or rejecting the hypothesis. For purposes of this project, greater than .05 or 5 times out of 100 will be considered statistically significant. (Fitzgerald and Cox, 2002)

Transition- A complex set of tasks and planning that a jurisdiction undertakes which include developing and implementing an operational plan, teaching staff how to operate the new facility and anticipating and resolving building problems before occupancy. (Elias, 2005)

Type 1 error- Rejecting a true null hypothesis. (Fitzgerald and Cox, 2002)
An example of a Type 1 error would be a significant decline in officer burnout is found after

moving to a direct supervision facility but different sampling of officers may reveal no significant difference or a higher level of sampling error ($p < .01$ instead of the $p < .05$ level).

Type 2 error- Accepting a false null hypothesis. (Fitzgerald and Cox, 2002)

Specific Hypotheses

Theory- Moving to a brand new facility with a new philosophy of direct supervision will lessen the stress and burnout felt by officers, as well as increase the feeling of safety of the officers.

H1- There is no statistically significant observed versus expected change in officers' stress levels between moving into a new direct supervision facility and one year after moving into the facility in Kane County, Illinois- between Summer of 2008 and Summer of 2009.

H2- There is no statistically significant observed versus expected change in officers' level of burnout between moving into a new direct supervision facility and one year after moving into the facility in Kane County, Illinois- between Summer of 2008 and Summer of 2009.

H3- There is no statistically significant observed versus expected change in officers' feelings of safety between moving into a new direct supervision facility and one year after moving into the facility in Kane County, Illinois- between Summer of 2008 and Summer of 2009.

H4- There is no statistically significant observed versus expected difference in officer stress compared across the officer's gender during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H5- There is no statistically significant observed versus expected difference in officer burnout compared across the officer's gender during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H6- There is no statistically significant observed versus expected difference in officer safety compared across the officer's gender during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H7- There is no statistically significant observed versus expected difference in officer stress compared across the officer's length of service during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H8- There is no statistically significant observed versus expected difference in officer burnout compared across the officer's length of service during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H9- There is no statistically significant observed versus expected difference in officer safety compared across the officer's length of service during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H10- There is no statistically significant observed versus expected difference in officer stress compared across the officer's rank during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H11- There is no statistically significant observed versus expected difference in officer burnout compared across the officer's rank during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H12- There is no statistically significant observed versus expected difference in officer safety compared across the officer's rank during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H13- There is no statistically significant observed versus expected difference in officer stress compared across the officer's education level during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H14- There is no statistically significant observed versus expected difference in officer burnout compared across the officer's education level during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H15- There is no statistically significant observed versus expected difference in officer safety compared across the officer's education level during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H16- There is no statistically significant observed versus expected difference in officer stress compared across the officer's race during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H17- There is no statistically significant observed versus expected difference in officer burnout compared across the officer's race during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H18- There is no statistically significant observed versus expected difference in officer safety compared across the officer's race during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H19- There is no statistically significant observed versus expected difference in officer stress compared across the officer's age during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H20- There is no statistically significant observed versus expected difference in officer burnout compared across the officer's age during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H21- There is no statistically significant observed versus expected difference in officer safety compared across the officer's age during the pre and post test survey results in Kane County, Illinois for Summer of 2008 and Summer of 2009.

H22- There is no statistically significant mean difference in total inmate custody infractions (rule violations, physical assaults) compared between pre- Direct Supervision and post Direct Supervision surveys in 2008 and 2009 in Kane County, Illinois.

H23- There is no statistically significant mean difference in the average daily population compared across 12 months of linear supervision and 12 months of direct supervision at the Kane County, Illinois Jail between September of 2007 and August of 2009.

H24- There is no statistically significant mean difference in the variance of average daily rate of infractions per 100 inmates by month compared across Linear and Direct Supervision time periods at the Kane County, Illinois Jail.

Methodology of Design

The general design of this research is exploratory with some explanatory elements in measuring pre and post test differences in that little or no research exists measuring the impact

of moving to a new facility with a new supervisory philosophy has on officers' levels of stress and burnout as well as feelings of safety. This research is longitudinal in that it measures responses more that once over a period of one year. This longitudinal design surveys the same group of staff over a set period of time but some differences in responses pre and post move could result in group changes in attitudes. A Likert scale measures survey answers of stress, burnout and safety from strongly disagree to strongly agree.

Variables

Secondary Infraction Data: Mean and Standard deviation of infractions for 12 months of Linear Supervision and 12 months of Direct Supervision.

Survey Data:

Variable Name	Label and Value	Level of Measurement
Stress Level (Dependent)	Stress Level of Staff 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree	Ordinal (Rankable from low to high)
Burnout Level (Dependent Variable)	Burnout Level of Staff 1= Strongly Disagree 2= Disagree	Ordinal (Rankable from low to high)

	3= Neutral 4= Agree 5= Strongly Agree	
Safety Level (Dependent Variable)	Safety Level of Staff 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree 5= Strongly Agree	Ordinal (Rankable from low to high)
Gender of Staff (Independent)	1= Male 2= Female	Nominal
Length of Service (Independent)	1= 0-1 year 2= 2-4 years 3= 5-9 years 4= 10-14 years 5= 15-19 years 6= 20-24 years 7= 25 years or older	Interval
Rank of Staff (Independent)	1= Officer 2= Sergeant 3= Lieutenant or above 4= Civilian	Nominal
Education Level of Staff (Independent)	1= High School 2= Some College 3= Bachelor's Degree 4= Some Graduate Education 5= Master's Degree or Higher	Nominal
Race (Independent)	1= African American 2= Hispanic 3= Caucasian	Nominal

	4= Other	
Age of Staff (Independent)	1= 21-24 years 2= 25-29 years 3= 30-34 years 4= 35-39 years 5= 40-44 years 6= 45-49 years 7= 50-54 years 8= 55 and over	Interval

Statistical Procedures to be used in this Analysis

The analysis of the differences in pre and post transition responses used Microcase with the 2008 vs. 2009 instruments as the Column (Independent) Variables with the responses to critical perceptions about the transition as the Row (Dependent) Variables. This researcher used frequency distributions to describe the results and used Cross-Tabulations, Column Percentages, Chi Square, and Cramer's V to measure the statistical significance in the change in perceptions across time and the magnitude of the change. Any characteristics of officers or staff that were cross-tabulated were not reported for those in a subgroup which are less than 5 frequencies in any comparison.

Limitations

All research comes with limitation, including this one. Limitations include officers who will not answer truthfully for a variety of reasons. They may answer how they think the

administration wants them to answer or they may fear retribution and not be truthful. They may fear that their answers will not be kept confidential. Some officers may not return the survey for the same reasons in either the pre or post test time periods. The survey questions may not capture the feelings of the officer accurately, resulting in invalid data. A more extensive measure of burnout was not used such as the Maslach Burnout Inventory (MBI). Respondents may misinterpret questions or the researcher may misinterpret the responses. Poor response rates may present analysis problems because there may be significant differences between the respondents and those who did not return the surveys. The Hawthorn effect, the act of being selected to participate in a study, may be the cause of differing results, rather than other variables. Additionally, the respondents may try to guess what answer the researcher is seeking or must choose a response that may not completely agree with their position. Other limitation variables could be unhappiness with the administration, overtime or lack of it, or family problems. Such family or administrative dissatisfaction was not directly controllable in this design.

CHAPTER FOUR
ANALYSIS OF DATA

In August 2008, a survey was given to all 117 sworn members of the Kane County Sheriff's Office Corrections Division. Members of all ranks were included in this survey which is referred to as the "Pre- Direct" or "Pre-Move" survey, as detailed in Chapter Three (3). Thirty- eight (38) surveys were returned for a response rate of thirty-two percent (32%) for the Pre- Move surveys.

In September 2009, a survey was given to all 140 sworn and civilian members of the Kane County Sheriff's Office Corrections Division. Members of all ranks were included in this survey which is referred to as the "Post- Direct" or "Post-Move "survey, as detailed in Chapter Three (3). Fifty- four (54) surveys were returned for a response rate of thirty- nine (39%) for the Post-Move surveys.

In order to accept or reject the null hypothesis described in Chapter Three (3) of this research project, cross-tabulations were executed formulating a comparison between the independent and dependant variables revealed within each null hypothesis. With the construction of the questions utilizing a nominal level of measurement, the statistical test used was Chi- Square. Examination of the cross-tabulations of these variables related to the hypothesis to determine if their particular relationships are significant or not was the goal. In social science, the level of significance needed for acceptance is anything less than zero point zero five (0.05) while greater than this amount would cause the null hypothesis to be rejected.

The raw data produced from the surveys is included as Appendix C. There are 21 cross-tabulations of the variables from the raw data in direct relationship to the twenty- one (21) hypotheses described in Chapter Three (3). The cross- tabulations consist of 21 contingency tables which analyze the variables by rows and columns, identify the Chi-Square value, the degree of freedom and a brief narrative explaining the determination of the null hypothesis conclusions.

Summary of Respondent Background Information

This analysis revealed that in the Pre-Direct responses, eighty-one point six percent (81.6%) of respondents were male and eighteen point four percent (18.4%) were female. In the Post-Direct responses, sixty-nine point eight percent (69.8%) were male and thirty point two percent (30.2%) were female. The racial make-up of the Pre- Direct respondents was eighty-six point eight percent (86.8%) Caucasian, five point three percent (5.3%) African-American, two point six percent (2.6%) Hispanic and five point three percent (5.3%) Other races. The racial make-up of the Post- Direct respondents was eighty-eight point seven percent (88.7%) Caucasian, three point eight percent (3.8%) African-American, three point eight percent (3.8%) Hispanic and three point eight percent (3.8%) Other races.

The analysis of the responses indicated that twenty-one point one percent (21.1%) of the Pre- Direct respondents were ages of twenty-one through thirty-four (21-34). Forty-four point seven percent (44.7%) of the Pre- Direct respondents were ages thirty-five through forty-four

(35-44) and thirty- four point two percent (34.2%) were forty-five years or older. Of the Post-Direct respondents, twenty- eight point three percent (28.3%) were ages twenty-one through thirty-four (21-34). Thirty-seven point seven percent (37.7%) of the Post- Move respondents were ages thirty-five through forty-four (35-44). Those forty-five (45) years and older were thirty-four percent (34%) of the Post- Move respondents.

Length of service was also analyzed and responses revealed that eighteen point four percent (18.4%) of Pre- Move respondents served from zero through four (0-4) years. Thirty-nine point five percent (39.5%) of the Pre-Move respondents served from five through fourteen (5-14) years and forty-two point one percent (42.1%) served fifteen (15) years or longer. Of the Post-Move respondents, twenty-three point one percent (23.1%) served zero through four (0-4) years. The analysis also indicated that forty-two point nine percent (42.9%) of the Post-Move respondents served five through fourteen (5-14) years, while thirty-four percent (34%) served fifteen (15) years or longer.

Fifty-five point three percent (55.3%) of the Pre-Move respondents were officers, while forty-four point seven percent (44.7%) administrators or support staff. Of the Post-Move respondents, forty-eight point four percent (48.4%) were officers and fifty-one point six percent (51.6%) were administrators or support staff.

The analysis indicated that the education level of the Pre-Move respondents consisted of thirty-four point two percent (34.2%) high school graduates, thirty-four point two percent

(34.2%) had some college and thirty-one point six percent (31.6%) had a Bachelor's degree or greater. The Post-Move respondents consisted of twenty-four point four percent (24.4%) high school graduates, forty-six point seven percent (46.7%) had some college and twenty-eight point nine percent (28.9%) had a Bachelor's degree or greater.

Summary of Responses for Survey Questions

The data analysis indicated that thirty-nine point five percent (39.5%) of the Pre-Move respondents were not comfortable with the Direct Supervision design of the new facility, while twenty-three point seven percent (23.7%) were comfortable with the design. Thirty-six point eight percent (36.8%) were neutral in their opinion. The analysis of the Post-Move respondents revealed that forty point two percent (40.2%) were not comfortable with the design but thirty-three point seven percent (33.7%) were. Twenty-six point one percent (26.1%) were neutral in their opinion.

In the Pre-Move survey, sixty point five percent (60.5%) of the respondents indicated that they did not think the Direct Supervision design was a safer environment than the linear design when they first heard of the design of the new facility. Only twenty one point one percent (21.1%) thought the Direct Supervision design was a safer environment than the linear design. Eighteen point four percent (18.4%) were neutral in their opinion. In the Post-Move survey, fifty-four point three percent (54.3%) indicated they did not think that the Direct Supervision design was a safer environment than the linear design when first heard of the design of the new facility. Twenty-nine point four percent (29.4%) indicated that they did think the Direct

Supervision design was a safer environment than the linear design, while sixteen point three percent (16.3%) remained neutral in their opinion.

Of the Pre-Move respondents, fifteen point eight percent (15.8%) did not think the Direct Supervision design caused increased stress on the officer, while seventy-six point three percent (76.3%) did think the Direct Supervision design caused increased stress on the officer. Only seven point nine percent (7.9%) remained neutral in their opinion. Of the Post-Move respondents, fifteen point two percent (15.2%) did not think the Direct Supervision design caused increased stress on the officer, while seventy-two point eight percent (72.8%) did think the Direct Supervision design caused increased stress on the officer. Only twelve percent (12%) remained neutral in their opinion.

Twenty-three point seven percent (23.7%) of the Pre-Move respondents were not comfortable with the Direct Supervision design, while thirty-six point eight percent (36.8%) were comfortable with the design. Thirty-nine point five percent (39.5%) of the Pre-Move respondents remained neutral in their opinion. In the Post-Move survey, twenty-three point nine percent (23.9%) were not comfortable with the Direct Supervision design, while forty-six point seven percent (46.7%) indicated that they were comfortable with the design. Twenty-nine point four percent (29.4%) remained neutral in their opinion.

Thirty-one point six percent (31.6%) of the Pre-Move respondents indicated that, at the time of the survey, they did not think the Direct Supervision design was safer, while thirty-four point

two percent (34.2%) did think it was safer. Thirty-four point two percent (34.2%) remained neutral in their opinion. Thirty-one point five percent (31.5%) of the Post-Move respondents did not think the Direct Supervision design was safer at the time of the survey. Forty-three point five percent (43.5%) did think it was a safer design at the time of the survey. Only twenty five percent (25%) remained neutral in their opinion.

Thirty-one point six percent (31.6%) of the Pre-Move respondents denied any feelings of work related stress, but fifty-seven point nine percent (57.9%) indicated they did have feelings of work related stress. Only ten point five percent (10.5%) remained neutral. Thirty-eight point one percent (38.1%) of the Post-Move respondents denied any feelings of work related stress, but forty-six point seven percent (46.7%) indicated they did have feelings of work related stress. Fifteen point two percent remained neutral in their opinion.

Thirteen point two percent (13.2%) of the Pre- Move respondents denied any feelings of burnout, while eighty-one point six percent (81.6%) indicated some sense of burnout. Five point two percent (5.2%) remained neutral in their opinion. Of the Post-Move respondents, sixteen point five percent (16.5%) denied any feelings of burnout, while sixty-nine point two percent (69.2%) revealed that they had some sense of burnout. Fourteen point three percent (14.3%) remained neutral in their opinion.

In the Pre-Move responses, thirty-four point two percent (34.2%) did not think that the Direct Supervision environment increased the officer's stress level, while forty-four point seven

percent (44.7%) did think that the environment caused increased stress levels. Twenty-one point one percent (21.1%) remained neutral. In the Post-Move responses, forty-four point six percent (44.6%) did not think the Direct Supervision environment increased the officer's stress level, while thirty-seven percent (37%) did think the environment caused increased stress levels. Eighteen point four percent (18.4%) remained neutral.

The analysis of the data revealed that of the Pre-Move respondents, forty-four point seven percent (44.7%) did not think the new jail should have been of the linear design but eighteen point five percent (18.5%) did think it should have been of a linear design, rather than Direct Supervision. Thirty-six point eight percent (36.8%) remained neutral. In the Post-Move survey, fifty-five point four percent (55.4%) did not think the new jail should have been of the linear design but twenty-two point eight percent (22.8%) did think it should have been of a linear design. Twenty-one point eight percent (21.8%) remained neutral.

Thirty-four point two percent (34.2%) of the Pre-Move respondents did not think that the new jail could be a relaxing environment to work in, while thirty-one point six percent (31.6%) did think so. Thirty-four point two (34.2%) remained neutral. Of the Post- Move respondents, thirty-eight percent (38%) did not think that the new jail could be a relaxing environment to work in, while thirty-three point seven percent (33.7%) did think so. Twenty-eight point three percent (28.3%) remained neutral.

In the Pre-Move survey, thirty-one point six percent (31.6%) of the respondents indicated

that, although they were feeling stressed or burned out, they were not taking steps to address their feelings. Forty-seven point four percent (47.4%) indicated that they were taking steps to address their stress or burn out. Twenty-one percent (21%) remained neutral. Of the Post-Move respondents, forty-one point one percent (41.1%) were not taking steps to address their feelings of stress or burnout. Forty-five point six percent (45.6%) indicated that they were taking steps to address their stress or burnout, while thirteen point three percent (13.3%) remained neutral.

Twenty-three point seven percent (23.7%) of the Pre-Move respondents indicated that the Sheriff's Office should not have a mandatory program for everyone who felt stressed or burned out, such as employee assistance or psychological review. Fifty percent (50%) indicated that there should be such a mandatory program, while twenty-six point three percent (26.3%) remained neutral. Of the Post-Move respondents, twenty-five percent (25%) did not think such a mandatory program was needed, while forty-five point seven percent (45.7%) did. Twenty-nine point three percent (29.3%) remained neutral.

Seven point nine percent (7.9%) of the Pre-Move respondents did not think the Sheriff's Office should have a voluntary program for those feeling stressed or burned out, but seventy-three point seven percent (73.7%) did think a voluntary program was needed. Eighteen point four percent (18.4%) remained neutral. Of the Post-Move respondents, six point five percent (6.5%) indicated a voluntary program was needed, while seventy-seven point two percent

(77.2%) indicated there should be such a program. Sixteen point three percent (16.3%) remained neutral. There was an average daily population (ADP) Pre- Direct supervision of 677 inmates and Post- Direct supervision and ADP of 646 inmates. Pre- Direct daily average daily infractions by month were 47 and 24 for Post -Direct.

Inferential Analysis of Pre-Post Direct Supervision Perceptions

Based upon the above description of the Kane County Sheriff's staff that completed a pre and post survey in 2008 and 2009, the next section of discussion involved inferential testing of differences between pre and post changes in the linear-to-direct supervision (Hypotheses 1-21 in Chapter 3) using the Chi-Square Independent Samples Test and Cramer's V test of magnitude. An additional test of infractions documented between the linear jail and new direct supervision facility was performed using a F-Test difference in proportions (mean differences in monthly average population, infractions and infractions divided into the average daily population for the last 12 months of linear supervision and the first 12 months of direct supervision). The testing of these hypotheses follows.

Table 1
Corrections Staff Differences in Perceived Stress
Compared Pre and Post Direct Supervision – Kane County (2008-2009)

Row Var.: Stress Column Var.: 1) PRE-POST

	PRE-DIRECT	POST-DIRCT	Missing	TOTAL
ST.DISAGR	0	3	0	3
	0.0	5.5		3.3
DISAGREE	6	6	0	12
	16.2	10.9		13.0
NEUTRAL	3	8	0	11
	8.1	14.5		12.0
AGREE	16	29	0	45
	43.2	52.7		48.9
ST.AGREE	12	9	0	21
	32.4	16.4		22.8
Missing	0	0	188	188
TOTAL	37	55	188	92
	100.0	100.0		100.0

Chi-Square: 6.171 DF: 4 (Prob. = 0.186)
V: 0.259 C: 0.251

In Table 1, the results of the first hypothesis regarding perceived stress between linear and direct supervision was tested. It was found that differences in staff perceptions were not significantly different between linear and direct supervision. The Chi-Square of 6.171 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 18.6 percent (Prob. = 0.186). Therefore, the null hypothesis is accepted. Differences in perceptions of stress across the two forms of supervision were most likely not significantly different. Even though the null hypothesis was accepted, there were

percentage differences noted in Table 1. Over 32 percent of pre-direct supervision respondents in 2008 indicated that they strongly agreed that they felt more stress (32.4 percent). This number was only 16.4 percent (strongly agreeing with the stress question) when responding in the post-direct supervision period. Still, those agreeing with the stress question did grow somewhat across the pre and post periods – 43.2 percent to 52.7 percent. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 1) were not interpreted due to the high probability of sampling error. In Table 1, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups pre and post direct supervision).

Table 2
Corrections Staff Differences in Perceived Burnout
Compared Pre and Post Direct Supervision – Kane County (2008- 2009)

Row Var.: 8) Q7 Column Var.: 1) PRE-POST

	PRE-DIRECT	POST-DIRCT	Missing	TOTAL
ST.DISAGR	0	3	0	3
	0.0	5.6		3.3
DISAGREE	5	7	0	12
	13.5	13.0		13.2
NEUTRAL	2	12	0	14
	5.4	22.2		15.4
AGREE	22	24	0	46
	59.5	44.4		50.5
ST.AGREE	8	8	0	16
	21.6	14.8		17.6
Missing	0	1	188	189
TOTAL	37	54	188	91
	100.0	100.0		100.0

Chi-Square: 7.654 DF: 4 (Prob. = 0.105)

V: 0.290 C: 0.279

In Table 2, the results of the second hypothesis regarding perceived burnout between linear and direct supervision was tested. It was found that differences in staff perceptions were not significantly different between linear and direct supervision. The Chi-Square of 7.654 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 10.5 percent (Prob. = 0.105). Therefore, the null hypothesis is accepted. Differences in perceptions of burnout across the two forms of supervision were most

likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 2. Over 21 percent of pre-direct supervision respondents in 2008 indicated that they strongly agreed that they felt more burnout (21.6 percent). This number was only 14.8 percent (strongly agreeing with the burnout question) when responding in the post-direct supervision period. Still, those agreeing with the burnout question did decrease somewhat across the pre and post periods – 59.5 percent to 44.4 percent. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 2) were not interpreted due to the high probability of sampling error. In Table 2, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups pre and post direct supervision).

Table 3

Corrections Staff Differences in Perceived Safety Compared Pre and Post Direct Supervision – Kane County (2008- 2009)

Row Var.: 3) Q2 Column Var.: 1) PRE-POST

	PRE-DIRECT	POST-DIRCT	Missing	TOTAL
ST.DISAGR	9 24.3	7 12.7	0	16 17.4
DISAGREE	13 35.1	21 38.2	0	34 37.0
NEUTRAL	7 18.9	8 14.5	0	15 16.3
AGREE	7 18.9	14 25.5	0	21 22.8
ST.AGREE	1 2.7	5 9.1	0	6 6.5
Missing	0	0	188	188
TOTAL	37 100.0	55 100.0	188	92 100.0

Chi-Square: 3.824 DF: 4 (Prob. = 0.430)

V: 0.204 C: 0.200

In Table 3, the results of the third hypothesis regarding perceived safety between linear and direct supervision was tested. It was found that differences in staff perceptions were not significantly different between linear and direct supervision. The Chi-Square of 3.824 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 43 percent (Prob. = 0.430). Therefore, the null hypothesis is

accepted. Differences in perceptions of safety across the two forms of supervision were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 3. Only approximately 3 percent of pre-direct supervision respondents in 2008 indicated that they strongly agreed that they felt more safe (2.7 percent). This number increased to 9.1 percent (strongly agreeing with the safety question) when responding in the post-direct supervision period. Still, those agreeing with the safety question did increase somewhat across the pre and post periods – 18.9 to 25.5 percent. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 3) were not interpreted due to the high probability of sampling error. In Table 3, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups pre and post direct supervision).

Table 4

Corrections Staff Differences in Perceived Stress Compared Across Gender – Kane County (2008- 2009)

Row Var.: 4) Q3 Column Var.: 15) GENDER

	MALE	FEMALE	Missing	TOTAL
ST.DISAGR	2	1	0	3
	2.9	4.5		3.3
DISAGREE	10	2	0	12
	14.5	9.1		13.2
NEUTRAL	9	2	0	11
	13.0	9.1		12.1
AGREE	36	9	0	45
	52.2	40.9		49.5
ST.AGREE	12	8	1	20
	17.4	36.4		22.0
Missing	0	0	188	188
TOTAL	69	22	189	91
	100.0	100.0		100.0

Chi-Square: 3.882 DF: 4 (Prob. = 0.422)

V: 0.207 C: 0.202

In Table 4, the results of the fourth hypothesis regarding perceived stress across gender was tested. It was found that differences in staff perceptions were not significantly different across gender. The Chi-Square of 3.882 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 42.2 percent (Prob. = 0.422). Therefore, the null hypothesis is accepted. Differences in perceptions of stress across

gender were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 4. Over 17 percent of male respondents indicated that they strongly agreed that they felt more stress (17.4 percent). This number was 36.4 percent (strongly agreeing with the stress question) for the females responding. Still, those agreeing with the stress question were similar for the males and females – 52.2 percent to 40.9 percent. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 4) were not interpreted due to the high probability of sampling error. In Table 4, the reader is cautioned that the results of this Chi-Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of gender).

Table 5

Corrections Staff Differences in Perceived Burnout Compared Across Gender – Kane County (2008- 2009)

Row Var.: 8) Q7 Column Var.: 15) GENDER

	MALE	FEMALE	Missing	TOTAL
ST.DISAGR	1	2	0	3
	1.5	9.1		3.3
DISAGREE	9	3	0	12
	13.2	13.6		13.3
NEUTRAL	14	0	0	14
	20.6	0.0		15.6
AGREE	33	12	1	45
	48.5	54.5		50.0
ST.AGREE	11	5	0	16
	16.2	22.7		17.8
Missing	1	0	188	189
TOTAL	68	22	189	90
	100.0	100.0		100.0

Chi-Square: 7.949 DF: 4 (Prob. = 0.093)

V: 0.297 C: 0.285

In Table 5, the results of the fifth hypothesis regarding perceived burnout across gender was tested. It was found that differences in staff perceptions were not significantly different across gender. The Chi-Square of 7.949 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 9.3 percent (Prob. = 0.093). Therefore, the null hypothesis is accepted. Differences in perceptions of burnout

across gender were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 5. Over 16 percent of male respondents indicated that they strongly agreed that they felt more burnout (16.2 percent). This number was 22.7 percent (strongly agreeing with the burnout question) when the females responded. Those agreeing with the burnout question were similar for the males and females – 48.5 percent to 54.5 percent. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 2) were not interpreted due to the high probability of sampling error. In Table 5, the reader is cautioned that the results of this Chi-Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of gender).

Table 6
Corrections Staff Differences in Perceived Safety Compared Across Gender – Kane County (2008- 2009)

Row Var.: 3) Q2 Column Var.: 15) GENDER

	MALE	FEMALE	Missing	TOTAL
ST.DISAGR	9	6	1	15
	13.0	27.3		16.5
DISAGREE	24	10	0	34
	34.8	45.5		37.4
NEUTRAL	14	1	0	15
	20.3	4.5		16.5
AGREE	18	3	0	21
	26.1	13.6		23.1
ST.AGREE	4	2	0	6
	5.8	9.1		6.6
Missing	0	0	188	188
TOTAL	69	22	189	91
	100.0	100.0		100.0

Chi-Square: 6.461 DF: 4 (Prob. = 0.167)

V: 0.266 C: 0.257

In Table 6, the results of the sixth hypothesis regarding perceived safety across gender was tested. It was found that differences in staff perceptions were not significantly different between gender. The Chi-Square of 6.461 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 16.7 percent (Prob. = 0.167). Therefore, the null hypothesis is accepted. Differences in perceptions of safety across

gender were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 6. Over 5 percent of male respondents indicated that they strongly agreed that they felt safer (5.8 percent). This number was 9.1 percent (strongly agreeing with the safety question) when responding across gender. Still, those agreeing with the safety question did decrease somewhat across gender – 26.1 percent of males to 13.6 percent of females. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 6) were not interpreted due to the high probability of sampling error. In Table 6, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of gender).

Table 7

Corrections Staff Differences in Perceived Stress Compared Across Length of Service – Kane County (2008- 2009)

Row Var.: 4) Q3 Column Var.: 18) SERVICE

	0-1 YEAR	2-4 YEARS	5-9 YEARS	10-14 YRS	15-19 YRS
ST.DISAGR	0	1	1	0	0
	0.0	7.1	5.0	0.0	0.0
DISAGREE	3	1	2	2	3
	37.5	7.1	10.0	11.1	13.0
NEUTRAL	0	1	4	3	2
	0.0	7.1	20.0	16.7	8.7
AGREE	4	7	10	8	12
	50.0	50.0	50.0	44.4	52.2
ST.AGREE	1	4	3	5	6
	12.5	28.6	15.0	27.8	26.1
Missing	0	0	0	0	0
TOTAL	8	14	20	18	23
	100.0	100.0	100.0	100.0	100.0

	20-24 YRS	25+ YEARS	Missing	TOTAL
ST.DISAGR	1	0	0	3
	14.3	0.0		3.3
DISAGREE	1	0	0	12
	14.3	0.0		13.2
NEUTRAL	0	1	0	11
	0.0	100.0		12.1
AGREE	4	0	0	45
	57.1	0.0		49.5
ST.AGREE	1	0	1	20
	14.3	0.0		22.0
Missing	0	0	188	188
TOTAL	7	1	189	91
	100.0	100.0		100.0

Chi-Square: 22.013 DF: 24 (Prob. = 0.578)

V: 0.246 C: 0.441

In Table 7, the results of the seventh hypothesis regarding perceived stress across length of service was tested. It was found that differences in staff perceptions were not significantly different across length of service. The Chi-Square of 22.013 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 57.8 percent (Prob. = 0.578). Therefore, the null hypothesis is accepted. Differences in perceptions of stress across length of service were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 7. Over 12 percent of staff employed one year or less indicated that they strongly agreed that they felt the direct supervision design caused increased stress (12.5 percent). This number was 28.6 percent (strongly agreeing with the stress question) when those employed between 2 and 4 years responded. Only fifteen percent of those employed between 5 and 9 years strongly agreed, while 27.8 percent of those who were employed between 10 and 14 years strongly agreed with the stress question. Similarly, 26.1 percent of those employed between 15 and 19 years strongly agreed, while 14.3 percent of those employed between 20 and 24 years strongly agreed. None of those employed 25 years or more strongly agreed. Those agreeing with the stress question did increase somewhat across the length of service – 50 percent of those

serving 0-1 year, 50 percent of those serving 2-4 years, 50 percent of those serving 5-9 years, 44.4 percent of those serving 10-14 years, 52.2 percent of those serving 15-19 years, 57.1 percent of those serving 20-24 years and none of those serving 25 years or more. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 7) were not interpreted due to the high probability of sampling error. In Table 7, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of length of service).

Table 8

Corrections Staff Differences in Perceived Burnout Compared Across Length of Service – Kane County (2008- 2009)

Row Var.: 8) Q7 Column Var.: 18) SERVICE

	0-1 YEAR	2-4 YEARS	5-9 YEARS	10-14 YRS	15-19 YRS
ST.DISAGR	1	0	0	0	1
	12.5	0.0	0.0	0.0	4.5
DISAGREE	2	2	4	2	2
	25.0	14.3	20.0	11.1	9.1
NEUTRAL	1	3	3	2	3
	12.5	21.4	15.0	11.1	13.6
AGREE	3	7	11	8	13
	37.5	50.0	55.0	44.4	59.1
ST.AGREE	1	2	2	6	3
	12.5	14.3	10.0	33.3	13.6
Missing	0	0	0	0	1
TOTAL	8	14	20	18	22
	100.0	100.0	100.0	100.0	100.0

	20-24 YRS	25+ YEARS	Missing	TOTAL
ST.DISAGR	1	0	0	3
	14.3	0.0		3.3
DISAGREE	0	0	0	12
	0.0	0.0		13.3
NEUTRAL	2	0	0	14
	28.6	0.0		15.6
AGREE	3	0	1	45
	42.9	0.0		50.0
ST.AGREE	1	1	0	16
	14.3	100.0		17.8
Missing	0	0	188	189
TOTAL	7	1	189	90
	100.0	100.0		100.0

Chi-Square: 19.695 DF: 24 (Prob. = 0.714)

V: 0.234 C: 0.424

In Table 8, the results of the eighth hypothesis regarding perceived burnout across length of service was tested. It was found that differences in staff perceptions were not significantly different across length of service. The Chi-Square of 19.695 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 71.4 percent (Prob. = 0.714). Therefore, the null hypothesis is accepted. Differences in perceptions of burnout across length of service were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 8. Over 12 percent of staff employed one year or less indicated that they strongly agreed that they felt burnout at least occasionally (12.5 percent). This number was 14.3 percent (strongly agreeing with the burnout question) when those employed between 2 and 4 years responded. Only 10 percent of those employed between 5 and 9 years strongly agreed, while 33.3 percent of those who were employed between 10 and 14 years strongly agreed with the stress question. Only 13.6 percent of those employed between 15 and 19 years strongly agreed, while 14.3 percent of those employed between 20 and 24 years strongly agreed. One hundred percent of those employed 25 years or longer strongly agreed. Those agreeing with the burnout question did increase somewhat across the length of service – 37.5 percent of

those serving 0-1 year, 50 percent of those serving 2-4 years, 55 percent of those serving 5-9 years, 44.4 percent of those serving 10-14 years, 59.1 percent of those serving 15-19 years, 42.9 percent of those serving 20-24 years and none of those serving 25 years or more. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 8) were not interpreted due to the high probability of sampling error. In Table 8, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of length of service).

Table 9

Corrections Staff Differences in Perceived Safety Compared Across Length of Service – Kane County (2008- 2009)

Row Var.: 3) Q2 Column Var.: 18) SERVICE

	0-1 YEAR	2-4 YEARS	5-9 YEARS	10-14 YRS	15-19 YRS
ST.DISAGR	1 12.5	3 21.4	3 15.0	5 27.8	1 4.3
DISAGREE	4 50.0	7 50.0	7 35.0	6 33.3	9 39.1
NEUTRAL	0 0.0	1 7.1	4 20.0	2 11.1	6 26.1
AGREE	1 12.5	2 14.3	4 20.0	5 27.8	7 30.4
ST.AGREE	2 25.0	1 7.1	2 10.0	0 0.0	0 0.0
Missing	0	0	0	0	0
TOTAL	8 100.0	14 100.0	20 100.0	18 100.0	23 100.0

	20-24 YRS	25+ YEARS	Missing	TOTAL
ST.DISAGR	2 28.6	0 0.0	1	15 16.5
DISAGREE	1 14.3	0 0.0	0	34 37.4
NEUTRAL	2 28.6	0 0.0	0	15 16.5
AGREE	1 14.3	1 100.0	0	21 23.1
ST.AGREE	1 14.3	0 0.0	0	6 6.6
Missing	0	0	188	188
TOTAL	7 100.0	1 100.0	189	91 100.0

Chi-Square: 23.897 DF: 24 (Prob. = 0.468)

V: 0.256 C: 0.456

In Table 9, the results of the ninth hypothesis regarding perceived safety across length of service was tested. It was found that differences in staff perceptions were not significantly different across length of service. The Chi-Square of 23.897 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 46.8 percent (Prob. = 0.468). Therefore, the null hypothesis is accepted. Differences in perceptions of stress across length of service were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 9. Only 25 percent of staff employed one year or less indicated that they strongly agreed that they felt the direct supervision design was a safer environment. This number was only 7.1 percent (strongly agreeing with the safety question) when those employed between 2 and 4 years responded. Only 10 percent of those employed between 5 and 9 years strongly agreed, while none of those who were employed between 10 and 14 years or those employed between 15 and 19 years strongly agreed. While 14.3 percent of those employed between 20 and 24 years strongly agreed, none of those employed 25 years or longer strongly agreed. Those agreeing with the safety question did increase somewhat across the length of service – 12.5 percent of those serving 0-1 year, 14.3 percent of those serving 2-4 years, 20 percent of those serving 5-9

years, 27.8 percent of those serving 10-14 years, 30.4 percent of those serving 15-19 years, 14.3 percent of those serving 20-24 years and 100 percent of those serving 25 years or longer. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 9) were not interpreted due to the high probability of sampling error. In Table 9, the reader is cautioned that the results of this Chi-Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of length of service).

Table 10
Corrections Staff Differences in Perceived Stress Compared Across Rank – Kane County (2008- 2009)

Row Var.: 4) Q3 Column Var.: 19) RANK

	OFFICER	SERGEANT	LIEUT+	STAFF	Missing
ST.DISAGR	2	1	0	0	0
	4.5	5.0	0.0	0.0	
DISAGREE	4	2	4	2	0
	9.1	10.0	33.3	13.3	
NEUTRAL	5	2	1	3	0
	11.4	10.0	8.3	20.0	
AGREE	18	12	6	9	0
	40.9	60.0	50.0	60.0	
ST.AGREE	15	3	1	1	1
	34.1	15.0	8.3	6.7	
Missing	0	0	0	0	188
TOTAL	44	20	12	15	189
	100.0	100.0	100.0	100.0	

	TOTAL
ST.DISAGR	3
	3.3
DISAGREE	12
	13.2
NEUTRAL	11
	12.1
AGREE	45
	49.5
ST.AGREE	20
	22.0
Missing	188
TOTAL	91
	100.0

Chi-Square: 14.124 DF: 12 (Prob. = 0.293)

V: 0.227 C: 0.367

In Table 10, the results of the tenth hypothesis regarding perceived stress across rank was tested. It was found that differences in staff perceptions were not significantly different across rank. The Chi-Square of 14.124 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 29.3 percent (Prob. = 0.293). Therefore, the null hypothesis is accepted. Differences in perceptions of stress across rank were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 10. Over 34 percent of officers indicated that they strongly agreed that they thought the direct supervision design increased stress (34.1 percent). This number was 15.0 percent (strongly agreeing with the stress question) for Sergeants who responded. Only 8.3 percent of Lieutenants strongly agreed, while 6.7 percent of other staff strongly agreed with the stress question. Those agreeing with the stress question did increase somewhat across rank – 40.9 percent of officers, 60 percent of Sergeants, 50 percent for Lieutenants and 60 percent of other staff. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 10) were not interpreted due to the high probability of sampling error. In Table 10, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies

exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of rank).

Table 11
Corrections Staff Differences in Perceived Burnout Compared Across Rank – Kane County (2008- 2009)

Row Var.: 8) Q7 Column Var.: 19) RANK

	OFFICER	SERGEANT	LIEUT+	STAFF	Missing
ST.DISAGR	1 2.3	1 5.0	0 0.0	1 6.7	0
DISAGREE	6 13.6	3 15.0	1 9.1	2 13.3	0
NEUTRAL	7 15.9	4 20.0	1 9.1	2 13.3	0
AGREE	20 45.5	9 45.0	8 72.7	8 53.3	1
ST.AGREE	10 22.7	3 15.0	1 9.1	2 13.3	0
Missing	0	0	1	0	188
TOTAL	44 100.0	20 100.0	11 100.0	15 100.0	189

	TOTAL
ST.DISAGR	3 3.3
DISAGREE	12 13.3
NEUTRAL	14 15.6
AGREE	45 50.0
ST.AGREE	16 17.8
Missing	189
TOTAL	90 100.0

Chi-Square: 4.754 DF: 12 (Prob. = 0.966)

V: 0.133 C: 0.224

In Table 11, the results of the eleventh hypothesis regarding perceived burnout across rank was tested. It was found that differences in staff perceptions were not significantly different across rank. The Chi-Square of 4.754 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 96.6 percent (Prob. = 0.966). Therefore, the null hypothesis is accepted. Differences in perceptions of burnout across rank were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 11. Over 22 percent of officers indicated that they strongly agreed that they sometimes felt burnout (22.7 percent). This number was 15.0 percent (strongly agreeing with the burnout question) for Sergeants who responded. Only 9.1 percent of Lieutenants strongly agreed, while 13.3 percent of other staff strongly agreed with the burnout question. Those agreeing with the burnout question did increase somewhat across rank – 45.5 percent of officers, 45 percent of Sergeants, 72.7 percent for Lieutenants and 53.3 percent of other staff. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 11) were not interpreted due to the high probability of sampling error. In Table 11, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the

contingency table (less than 5 respondents represented in any of the sub-groups of rank).

Table 12
Corrections Staff Differences in Perceived Safety Compared Across Rank – Kane County (2008- 2009)

Row Var.: 3) Q2 Column Var.: 19) RANK

	OFFICER	SERGEANT	LIEUT+	STAFF	Missing
ST.DISAGR	11 25.0	2 10.0	0 0.0	2 13.3	1
DISAGREE	19 43.2	6 30.0	4 33.3	5 33.3	0
NEUTRAL	9 20.5	3 15.0	2 16.7	1 6.7	0
AGREE	4 9.1	7 35.0	5 41.7	5 33.3	0
ST.AGREE	1 2.3	2 10.0	1 8.3	2 13.3	0
Missing	0	0	0	0	188
TOTAL	44 100.0	20 100.0	12 100.0	15 100.0	189

	TOTAL
ST.DISAGR	15 16.5
DISAGREE	34 37.4
NEUTRAL	15 16.5
AGREE	21 23.1
ST.AGREE	6 6.6
Missing	188
TOTAL	91 100.0

Chi-Square: 16.774 DF: 12 (Prob. = 0.158)

V: 0.248 C: 0.395

In Table 12, the results of the twelfth hypothesis regarding perceived safety across rank was tested. It was found that differences in staff perceptions were not significantly different across rank. The Chi-Square of 16.774 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 15.8 percent (Prob. = 0.158). Therefore, the null hypothesis is accepted. Differences in perceptions of safety across rank were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 12. Only 2.3 percent of officers indicated that they strongly agreed that they thought the direct supervision design was a safer environment. This number was 10.0 percent (strongly agreeing with the safety question) for Sergeants who responded. Only 8.3 percent of Lieutenants strongly agreed, while 13.3 percent of other staff strongly agreed with the safety question. Those agreeing with the stress question did increase somewhat across rank – 9.1 percent of officers, 35 percent of Sergeants, 41.7 percent for Lieutenants and 33.3 percent of other staff. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 12) were not interpreted due to the high probability of sampling error. In Table 12, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies

exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of rank).

Table 13
Corrections Staff Differences in Perceived Stress Compared Across Education Level – Kane County (2008- 2009)

Row Var.: 4) Q3 Column Var.: 20) EDUCATE

	HGH SCHOOL	SOME COLG	BACHELOR D	MASTER'S D	Missing
ST.DISAGR	1	2	0	0	0
	4.5	4.8	0.0	0.0	
DISAGREE	4	3	4	1	0
	18.2	7.1	16.7	50.0	
NEUTRAL	2	5	4	0	0
	9.1	11.9	16.7	0.0	
AGREE	9	27	9	0	0
	40.9	64.3	37.5	0.0	
ST.AGREE	6	5	7	1	2
	27.3	11.9	29.2	50.0	
Missing	0	0	0	0	188
TOTAL	22	42	24	2	190
	100.0	100.0	100.0	100.0	

	TOTAL
ST.DISAGR	3
	3.3
DISAGREE	12
	13.3
NEUTRAL	11
	12.2
AGREE	45
	50.0
ST.AGREE	19
	21.1
Missing	188
TOTAL	90
	100.0

Chi-Square: 13.283 DF: 12 (Prob. = 0.349)

V: 0.222 C: 0.359

In Table 13, the results of the thirteenth hypothesis regarding perceived stress across education level was tested. It was found that differences in staff perceptions were not significantly different across education level. The Chi-Square of 13.283 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 34.9 percent (Prob. = 0.349). Therefore, the null hypothesis is accepted. Differences in perceptions of stress across education were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 13. Over 27 percent of those with a high school education indicated that they strongly agreed that they thought the direct supervision design increased stress (27.3 percent). This number was 11.9 percent (strongly agreeing with the stress question) for those with some college. Those with a Bachelor's degree strongly agreed 29.2 percent with the stress question. Those with a Master's degree strongly agreed 50 percent. Those agreeing with the stress question did increase somewhat across education level – 40.9 percent of high school educated, 64.3 percent of those with some college education, 37.5 percent of Bachelor's degrees but none of those with a Master's degree. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 13) were not interpreted due to the high

probability of sampling error. In Table 13, the reader is cautioned that the results of this Chi-Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of education level).

Table 14

Corrections Staff Differences in Perceived Burnout Compared Across Education Level – Kane County (2008- 2009)

Row Var.: 8) Q7 Column Var.: 20) EDUCATE

	HGH SCHOOL	SOME COLG	BACHELOR D	MASTER'S D	Missing
ST.DISAGR	0	3	0	0	0
	0.0	7.1	0.0	0.0	
DISAGREE	2	6	4	0	0
	9.5	14.3	16.7	0.0	
NEUTRAL	4	6	4	0	0
	19.0	14.3	16.7	0.0	
AGREE	12	20	11	1	2
	57.1	47.6	45.8	50.0	
ST.AGREE	3	7	5	1	0
	14.3	16.7	20.8	50.0	
Missing	1	0	0	0	188
TOTAL	21	42	24	2	190
	100.0	100.0	100.0	100.0	

	TOTAL
ST.DISAGR	3
	3.4
DISAGREE	12
	13.5
NEUTRAL	14
	15.7
AGREE	44
	49.4
ST.AGREE	16
	18.0
Missing	189
TOTAL	89
	100.0

Chi-Square: 6.395 DF: 12 (Prob. = 0.895)

V: 0.155 C: 0.259

In Table 14, the results of the fourteenth hypothesis regarding perceived burnout across education level was tested. It was found that differences in staff perceptions were not significantly different across education level. The Chi-Square of 6.395 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 89.5 percent (Prob. = 0.895). Therefore, the null hypothesis is accepted. Differences in perceptions of burnout across education were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 14. Over 14 percent of those with a high school education indicated that they strongly agreed that they sometimes felt burnout (14.3 percent). This number was 16.7 percent (strongly agreeing with the burnout question) for those with some college. Those with a Bachelor's degree strongly agreed 20.8 percent with the burnout question. Those with a Master's degree strongly agreed 50 percent. Those agreeing with the burnout question did increase somewhat across education level – 57.1 percent of high school educated, 47.6 percent of those with some college education, 45.8 percent of Bachelor's degrees and 50 percent of those with a Master's degree. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 14) were not interpreted due to the high probability of sampling error. In

Table 14, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of education level).

Table 15
Corrections Staff Differences in Perceived Safety Compared Across Education Level – Kane County (2008- 2009)

Row Var.: 3) Q2 Column Var.: 20) EDUCATE

	HGH SCHOOL	SOME COLG	BACHELOR D	MASTER'S D	Missing
ST.DISAGR	3 13.6	6 14.3	5 20.8	1 50.0	1
DISAGREE	6 27.3	19 45.2	8 33.3	1 50.0	0
NEUTRAL	6 27.3	7 16.7	1 4.2	0 0.0	1
AGREE	6 27.3	9 21.4	6 25.0	0 0.0	0
ST.AGREE	1 4.5	1 2.4	4 16.7	0 0.0	0
Missing	0	0	0	0	188
TOTAL	22 100.0	42 100.0	24 100.0	2 100.0	190

	TOTAL
ST.DISAGR	15 16.7
DISAGREE	34 37.8
NEUTRAL	14 15.6
AGREE	21 23.3
ST.AGREE	6 6.7
Missing	188
TOTAL	90 100.0

Chi-Square: 13.347 DF: 12 (Prob. = 0.344)

V: 0.222 C: 0.359

In Table 15, the results of the fifteenth hypothesis regarding perceived safety across education level was tested. It was found that differences in staff perceptions were not significantly different across education level. The Chi-Square of 13.347 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 34.4 percent (Prob. = 0.344). Therefore, the null hypothesis is accepted. Differences in perceptions of safety across education were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 15. Only 4.5 percent of those with a high school education indicated that they strongly agreed that they thought the direct supervision design was a safer environment. This number was 2.4 percent (strongly agreeing with the safety question) for those with some college. Those with a Bachelor's degree strongly agreed 16.7 percent with the safety question. None of those with a Master's degree strongly agreed. Those agreeing with the safety question did increase somewhat across education level – 27.3 percent of high school educated, 21.4 percent of those with some college education, 25 percent of Bachelor's degrees but none of those with a Master's degree. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 15) were not interpreted due to the high probability of

sampling error. In Table 15, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of education level).

Table 16

Corrections Staff Differences in Perceived Stress Compared Across Race – Kane County (2008- 2009)

Row Var.: 4) Q3 Column Var.: 16) RACE

	AFRICAN-AM	CAUCASIAN	HISPANIC	OTHER RACE	Missing
ST.DISAGR	1	2	0	0	0
	20.0	2.5	0.0	0.0	
DISAGREE	0	12	0	0	0
	0.0	15.2	0.0	0.0	
NEUTRAL	1	10	0	0	0
	20.0	12.7	0.0	0.0	
AGREE	1	40	2	2	0
	20.0	50.6	66.7	50.0	
ST.AGREE	2	15	1	2	1
	40.0	19.0	33.3	50.0	
Missing	0	0	0	0	188
TOTAL	5	79	3	4	189
	100.0	100.0	100.0	100.0	

	TOTAL
ST.DISAGR	3
	3.3
DISAGREE	12
	13.2
NEUTRAL	11
	12.1
AGREE	45
	49.5
ST.AGREE	20
	22.0
Missing	188
TOTAL	91
	100.0

Chi-Square: 11.297 DF: 12 (Prob. = 0.504)

V: 0.203 C: 0.332

In Table 16, the results of the sixteenth hypothesis regarding perceived stress across race was tested. It was found that differences in staff perceptions were not significantly different across race. The Chi-Square of 11.297 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 50.4 percent (Prob. = 0.504). Therefore, the null hypothesis is accepted. Differences in perceptions of stress across race were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 16. Forty (40) percent of African-Americans indicated that they strongly agreed that they thought the direct supervision design increased stress. This number was 19.0 percent (strongly agreeing with the stress question) for Caucasians. Hispanics strongly agreed 33.3 percent with the stress question. Other races strongly agreed 50.0 percent. Those agreeing with the stress question did increase somewhat across race – 20.0 percent African-Americans, 50.6 percent of Caucasians, 66.7 percent of Hispanics and 50.0 percent of Other races. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 16) were not interpreted due to the high probability of sampling error. In Table 16, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of

the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of race).

Table 17

Corrections Staff Differences in Perceived Burnout Compared Across Race – Kane County (2008- 2009)

Row Var.: 8) Q7 Column Var.: 16) RACE

	AFRICAN-AM	CAUCASIAN	HISPANIC	OTHER RACE	Missing
ST.DISAGR	0	3	0	0	0
	0.0	3.8	0.0	0.0	
DISAGREE	0	11	1	0	0
	0.0	14.1	33.3	0.0	
NEUTRAL	2	10	0	2	0
	40.0	12.8	0.0	50.0	
AGREE	1	41	2	1	1
	20.0	52.6	66.7	25.0	
ST.AGREE	2	13	0	1	0
	40.0	16.7	0.0	25.0	
Missing	0	1	0	0	188
TOTAL	5	78	3	4	189
	100.0	100.0	100.0	100.0	

	TOTAL
ST.DISAGR	3
	3.3
DISAGREE	12
	13.3
NEUTRAL	14
	15.6
AGREE	45
	50.0
ST.AGREE	16
	17.8
Missing	189
TOTAL	90
	100.0

Chi-Square: 12.172 DF: 12 (Prob. = 0.432)

V: 0.212 C: 0.345

In Table 17, the results of the seventeenth hypothesis regarding perceived burnout across race was tested. It was found that differences in staff perceptions were not significantly different across race. The Chi-Square of 12.172 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 43.2 percent (Prob. = 0.432). Therefore, the null hypothesis is accepted. Differences in perceptions of burnout across race were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 17. Forty (40) percent of African-Americans indicated that they strongly agreed that they sometimes felt burnout. This number was 16.7 percent (strongly agreeing with the burnout question) for Caucasians. None of the Hispanics strongly agreed with the stress question and 25.0 percent of Other races strongly agreed. Those agreeing with the burnout question did increase somewhat across race – 20.0 percent of African-Americans, 52.6 percent of Caucasians, 66.7 percent of Hispanics and 25.0 percent of Other races. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 17) were not interpreted due to the high probability of sampling error. In Table 17, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in

the contingency table (less than 5 respondents represented in any of the sub-groups of race).

Table 18
Corrections Staff Differences in Perceived Safety Compared Across Race - Kane County (2008- 2009)

Row Var.: 3) Q2 Column Var.: 16) RACE

	AFRICAN-AM	CAUCASIAN	HISPANIC	OTHER RACE	Missing
ST.DISAGR	3	10	1	1	1
	60.0	12.7	33.3	25.0	
DISAGREE	0	32	0	2	0
	0.0	40.5	0.0	50.0	
NEUTRAL	1	13	1	0	0
	20.0	16.5	33.3	0.0	
AGREE	1	19	0	1	0
	20.0	24.1	0.0	25.0	
ST.AGREE	0	5	1	0	0
	0.0	6.3	33.3	0.0	
Missing	0	0	0	0	188
TOTAL	5	79	3	4	189
	100.0	100.0	100.0	100.0	

	TOTAL
ST.DISAGR	15
	16.5
DISAGREE	34
	37.4
NEUTRAL	15
	16.5
AGREE	21
	23.1
ST.AGREE	6
	6.6
Missing	188
TOTAL	91
	100.0

Chi-Square: 16.328 DF: 12 (Prob. = 0.177)

V: 0.245 C: 0.390

In Table 18, the results of the eighteenth hypothesis regarding perceived safety across race was tested. It was found that differences in staff perceptions were not significantly different across race. The Chi-Square of 16.328 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 17.7 percent (Prob. = 0.177). Therefore, the null hypothesis is accepted. Differences in perceptions of safety across race were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 18. None of African-Americans indicated that they strongly agreed that they thought the direct supervision design was a safer environment. This number was 6.3 percent (strongly agreeing with the safety question) for Caucasians. Hispanics strongly agreed 33.3 percent with the safety question. None of the Other races strongly agreed. Those agreeing with the safety question did increase somewhat across race – 20.0 percent of African-Americans, 24.1 percent of Caucasians, none of Hispanics and 25.0 percent of Other races. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 18) were not interpreted due to the high probability of sampling error. In Table 18, the reader is cautioned that the results of this Chi-Square analysis were only tentative due to the small frequencies exhibited in a number of the

cells in the contingency table (less than 5 respondents represented in any of the sub-groups of race).

Table 19
Corrections Staff Differences in Perceived Stress Compared Across Age – Kane County (2008- 2009)

Row Var.: 4) Q3 Column Var.: 17) AGE

	21-24 YRS	25-29 YRS	30-34 YRS	35-39 YRS	40-44 YRS
ST.DISAGR	0	0	0	1	0
	0.0	0.0	0.0	4.3	0.0
DISAGREE	0	0	0	2	2
	0.0	0.0	0.0	8.7	13.3
NEUTRAL	0	1	2	3	3
	0.0	10.0	20.0	13.0	20.0
AGREE	2	7	5	12	8
	100.0	70.0	50.0	52.2	53.3
ST.AGREE	0	2	3	5	2
	0.0	20.0	30.0	21.7	13.3
Missing	0	0	0	0	0
TOTAL	2	10	10	23	15
	100.0	100.0	100.0	100.0	100.0

	45-49 YRS	50-54 YRS	55+ YEARS	Missing	TOTAL
ST.DISAGR	2	0	0	0	3
	12.5	0.0	0.0		3.3
DISAGREE	7	1	0	0	12
	43.8	12.5	0.0		13.2
NEUTRAL	1	0	1	0	11
	6.3	0.0	14.3		12.1
AGREE	1	6	4	0	45
	6.3	75.0	57.1		49.5
ST.AGREE	5	1	2	1	20
	31.3	12.5	28.6		22.0
Missing	0	0	0	188	188
TOTAL	16	8	7	189	91
	100.0	100.0	100.0		100.0

Chi-Square: 35.950 DF: 28 (Prob. = 0.144)

V: 0.314 C: 0.532

In Table 19, the results of the nineteenth hypothesis regarding perceived stress across age was tested. It was found that differences in staff perceptions were not significantly different across age. The Chi-Square of 35.950 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 14.4 percent (Prob. = 0.144). Therefore, the null hypothesis is accepted. Differences in perceptions of stress across age were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 19. None of those aged 21-24 years indicated that they strongly agreed that the direct supervision design increased stress. This number was 20.0 percent (strongly agreeing with the stress question) for those aged 25- 29 years and 30.0 percent for those aged 30-34 years. Those aged 35-39 years strongly agreed with the stress question 21.7 percent, while 13.3 percent of those aged 40-44 years strongly agreed. For those aged 45-49 years, 31.3 percent strongly agreed with the stress question. Those aged 50-54 years strongly agreed 12.5 percent while 28.6 percent of those aged 55 years or older strongly agreed. Those agreeing with the stress question did increase somewhat across age – 100.0 percent of those aged 21-24 years, 70.0 percent of those aged 25-29 years, 50.0 percent

of those aged 30-34 years, 52.2 percent of those aged 35-39 years, 53.3 percent of those aged 40-44 years, 6.3 percent of those aged 45-49 years, 75.0 percent of those aged 50-54 years and 57.1 percent of those aged 55 years or older. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 19) were not interpreted due to the high probability of sampling error. In Table 19, the reader is cautioned that the results of this Chi- Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of age).

Table 20
Corrections Staff Differences in Perceived Burnout Compared Across Age – Kane County (2008- 2009)

Row Var.: 8) Q7 Column Var.: 17) AGE

	21-24 YRS	25-29 YRS	30-34 YRS	35-39 YRS	40-44 YRS
ST.DISAGR	0	0	1	0	1
	0.0	0.0	10.0	0.0	6.7
DISAGREE	0	1	2	2	3
	0.0	10.0	20.0	8.7	20.0
NEUTRAL	0	0	1	6	1
	0.0	0.0	10.0	26.1	6.7
AGREE	2	7	2	11	7
	100.0	70.0	20.0	47.8	46.7
ST.AGREE	0	2	4	4	3
	0.0	20.0	40.0	17.4	20.0
Missing	0	0	0	0	0
TOTAL	2	10	10	23	15
	100.0	100.0	100.0	100.0	100.0

	45-49 YRS	50-54 YRS	55+ YEARS	Missing	TOTAL
ST.DISAGR	1	0	0	0	3
	6.3	0.0	0.0		3.3
DISAGREE	3	1	0	0	12
	18.8	14.3	0.0		13.3
NEUTRAL	3	1	2	0	14
	18.8	14.3	28.6		15.6
AGREE	7	5	4	1	45
	43.8	71.4	57.1		50.0
ST.AGREE	2	0	1	0	16
	12.5	0.0	14.3		17.8
Missing	0	1	0	188	189
TOTAL	16	7	7	189	90
	100.0	100.0	100.0		100.0

Chi-Square: 21.303 DF: 28 (Prob. = 0.812)

V: 0.243 C: 0.437

In Table 20, the results of the twentieth hypothesis regarding perceived burnout across age was tested. It was found that differences in staff perceptions were not significantly different across age. The Chi-Square of 21.303 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 81.2 percent (Prob. = 0.812). Therefore, the null hypothesis is accepted. Differences in perceptions of burnout across age were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 20. None of those aged 21-24 years indicated that they strongly agreed that they sometimes felt burnout. This number was 20.0 percent (strongly agreeing with the burnout question) for those aged 25- 29 years and 40.0 percent for those aged 30-34 years. Those aged 35-39 years strongly agreed with the burnout question 17.4 percent, while 20.0 percent of those aged 40-44 years strongly agreed. For those aged 45-49 years, 12.5 percent strongly agreed with the burnout question. None of those aged 50-54 years strongly agreed while 14.3 percent of those aged 55 years and older strongly agreed. Those agreeing with the burnout question did increase somewhat across age – 100.0 percent of those aged 21-24 years, 70.0 percent of those aged 25-29 years, 20.0 percent of those aged 30-34 years, 47.8 percent of those aged 35-39 years, 46.7 percent of those aged 40-44 years, 43.8

percent of those aged 45-49 years, 71.4 percent of those aged 50-54 years and 57.1 percent of those aged 55 years and older. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 20) were not interpreted due to the high probability of sampling error. In Table 20, the reader is cautioned that the results of this Chi-Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of age).

Table 21

Corrections Staff Differences in Perceived Safety Compared Across Age – Kane County (2008- 2009)

Row Var.: 3) Q2 Column Var.: 17) AGE

	21-24 YRS	25-29 YRS	30-34 YRS	35-39 YRS	40-44 YRS
ST.DISAGR	0	3	2	6	1
	0.0	30.0	20.0	26.1	6.7
DISAGREE	2	6	5	8	4
	100.0	60.0	50.0	34.8	26.7
NEUTRAL	0	0	2	5	3
	0.0	0.0	20.0	21.7	20.0
AGREE	0	0	0	4	6
	0.0	0.0	0.0	17.4	40.0
ST.AGREE	0	1	1	0	1
	0.0	10.0	10.0	0.0	6.7
Missing	0	0	0	0	0
TOTAL	2	10	10	23	15
	100.0	100.0	100.0	100.0	100.0

	45-49 YRS	50-54 YRS	55+ YEARS	Missing	TOTAL
ST.DISAGR	3	0	0	1	15
	18.8	0.0	0.0		16.5
DISAGREE	4	4	1	0	34
	25.0	50.0	14.3		37.4
NEUTRAL	0	2	3	0	15
	0.0	25.0	42.9		16.5
AGREE	6	2	3	0	21
	37.5	25.0	42.9		23.1
ST.AGREE	3	0	0	0	6
	18.8	0.0	0.0		6.6
Missing	0	0	0	188	188
TOTAL	16	8	7	189	91
	100.0	100.0	100.0		100.0

Chi-Square: 37.565 DF: 28 (Prob. = 0.107)

V: 0.321 C: 0.541

In Table 21, the results of the twenty-first hypothesis regarding perceived safety across age was tested. It was found that differences in staff perceptions were not significantly different across age. The Chi-Square of 37.565 did not reach the critical value of less than 5 percent chance that the sample results of staff responding could have been the result of sampling error. The probability that such differences were the result of sampling alone was 10.7 percent (Prob. = 0.107). Therefore, the null hypothesis is accepted. Differences in perceptions of safety across age were most likely not significantly different. Even though the null hypothesis was accepted, there were percentage differences noted in Table 21. None of those aged 21-24 years indicated that they strongly agreed that the direct supervision design was a safer environment. This number was 10.0 percent (strongly agreeing with the safety question) for those aged 25- 29 years and 10.0 percent for those aged 30-34 years. None of those aged 35-39 years strongly agreed with the safety question, while 6.7 percent of those aged 40-44 years strongly agreed. For those aged 45-49 years, 18.8 percent strongly agreed with the safety question. None of those aged 50-54 years strongly agreed and none of those aged 55 years and older strongly agreed. Those agreeing with the safety question did increase somewhat across age – none of those aged 21-24 years, none of those aged 25-29 years, none of those aged 30-34 years, 17.4 percent of those aged 35-39 years, 40.0 percent of those aged 40-44 years, 37.5 percent of

those aged 45-49 years, 25.0 percent of those aged 50-54 years and 42.9 percent of those aged 55 years and older. Since the null hypothesis was accepted, the Cramer's V and Contingency Coefficients (V and C reported in Table 21) were not interpreted due to the high probability of sampling error. In Table 21, the reader is cautioned that the results of this Chi-Square analysis were only tentative due to the small frequencies exhibited in a number of the cells in the contingency table (less than 5 respondents represented in any of the sub-groups of age).

Table 22
Analysis of Variance of Average Daily Population by Month
Compared Across Linear and Direct Supervision Time Periods

MEANS AND STANDARD DEVIATIONS OF
4) AVERPOP WITHIN CATEGORIES OF 1) LINTODRT
N: 24 Missing: 0

	N	Mean	Std. Dev.
LINEAR	12	677.250	21.630
DIRECT	12	646.250	34.330

SOURCE	Sum of Squares	DF	Mean Square	F
BETWEEN	5766.000	1	5766.000	7.004
WITHIN	18110.500	22	823.205	
TOTAL	23876.500	23		

t = 2.647 DF = 22
Prob. = 0.015 ETA SQ. = 0.241

Table 22 reveals that there has been a significant decline in the average daily population between the earlier linear supervision and direct supervision begun in 2008. The F-Value 7.004 is above the minimum critical value of 4.301 (with 1 degree of freedom in the numerator and 22 degrees of freedom in the denominator) where the chance of this difference is due to sampling error is less than five chances out of 100. Based upon the F-Ratio or the t-value of independent groups of 2.647 (the square-root of the F-Value), the actual probability of sampling error is 1.5 percent (Prob. = 0.015). Therefore the null hypothesis is rejected. Decline in the average monthly populations has been significant, from an average high of 677 jail detainees between September of 2007 through August of 2008, to 646 detainees during the September 2008 through August 2009 period – an actual average monthly decline of 31 detainees. Based upon the Eta Squared Magnitude Test of 0.241, a probable decline in average

daily population may be predicted to the change from linear-to-direct supervision in 24.1 percent of monthly observations reviewed in this analysis. However, other factors may explain this decline in over 75 percent of cases other than the change in the type of supervision.

Table 23
Analysis of Variance of Average Daily Infractions by Month
Compared Across Linear and Direct Supervision Time Periods

MEANS AND STANDARD DEVIATIONS OF
5) INCIDENT WITHIN CATEGORIES OF 1) LINTODRT

N: 24 Missing: 0

	N	Mean	Std. Dev.
LINEAR	12	47.083	9.453
DIRECT	12	24.500	9.765

SOURCE	Sum of Squares	DF	Mean Square	F
BETWEEN	3060.042	1	3060.042	33.132
WITHIN	2031.917	22	92.360	
TOTAL	5091.958	23		

t = 5.756 DF = 22

Prob. = 0.000 ETA SQ. = 0.601

Table 23 reveals that there has been a significant decline in the average daily infractions between the earlier linear supervision and direct supervision begun in 2008. The F-Value 33.132 is above the minimum critical value of 4.301 (with 1 degree of freedom in the numerator and 22 degrees of freedom in the denominator) where the chance of this difference is due to sampling error is less than five chances out of 100. Based upon the F-Ratio or the t-value of independent groups of 5.756 (the square-root of the F-Value), the actual probability of sampling error is 0 percent (Prob. = 0.000). Therefore the null hypothesis is rejected. Decline in the average monthly infractions has been significant, from an average high of 47 incidents between September of 2007 through August of 2008, to 24 incidents during the September 2008 through August 2009 period – an actual average monthly decline of 23 incidents. Based upon the Eta Squared Magnitude Test of 0.601, a probable decline in average daily infractions

may be predicted to the change from linear-to-direct supervision in 60.1 percent of monthly observations reviewed in this analysis. However, other factors may explain this decline in over 40 percent of cases other than the change in the type of supervision.

Table 24
Analysis of Variance of Average Daily Rate of Infractions (per 100 Clients) by Month Compared Across Linear and Direct Supervision Time Periods

MEANS AND STANDARD DEVIATIONS OF 6) INCDRATE
WITHIN CATEGORIES OF 1) LINTODRT

N: 24 Missing: 0

	N	Mean	Std. Dev.
LINEAR	12	6.966	1.461
DIRECT	12	3.765	1.349

N: 24 Missing: 0

SOURCE	Sum of Squares	DF	Mean Square	F
BETWEEN	61.472	1	61.472	31.093
WITHIN	43.494	22	1.977	
TOTAL	104.966	23		

t = 5.576 DF = 22

Prob. = 0.000 ETA SQ. = 0.586

Table 24 reveals that there has been a significant decline in the average daily rate of infractions per 100 detainees by month compared between the earlier linear supervision and direct supervision begun in 2008. The F-Value 31.093 is above the minimum critical value of 4.301 (with 1 degree of freedom in the numerator and 22 degrees of freedom in the denominator) where the chance of this difference is due to sampling error is less than five chances out of 100. Based upon the F-Ratio or the t-value of independent groups of 5.576 (the square-root of the F-Value), the actual probability of sampling error is 0.0 percent (Prob. = 0.000). Therefore the null hypothesis is rejected. Decline in the average daily rate of infractions has been significant, from an average high of 6.966 daily infractions between September of 2007 through August of 2008, to 3.765 daily infractions during the September 2008 through August 2009 period. Based

upon the Eta Squared Magnitude Test of 0.586, a probable decline in average daily rate of infractions (factoring in the change in population by month) may be predicted to the change from linear-to-direct supervision in 58.6 percent of monthly observations reviewed in this analysis. However, other factors may explain this decline in over 41 percent of cases other than the change in the type of supervision.

Analysis of data collected during the two surveys indicated that the null hypothesis was accepted for the first 21 hypotheses; there was no statistically significant observed versus expected change in staff's level of stress, burnout or safety when compared between working in a linear setting and one year after moving into a new direct supervision facility. Nor was there any statistically significant observed versus expected differences in staff levels of stress, burnout or safety compared across gender, length of service, rank, education level, race or age. It is possible that by collapsing scale items and staff characteristics that significant differences may be found, raising the possibility of type 2 error.

Analysis of data collected regarding average daily population indicated that there was a statistically significant decline in population during the linear and direct supervision time periods; therefore the null hypothesis was rejected. Additionally, analysis of data regarding the average daily infractions (by month) compared across the linear and direct supervision time periods revealed a statistically significant decline in the number of infractions which resulted in the null hypothesis being rejected. Further analysis of these numbers by factoring in the change in population by month indicated statistically significant decline in infractions, resulting in a rejection of the null hypothesis.

CHAPTER FIVE
CONCLUSION and RECOMMENDATIONS

Jails have been in existence almost as long as recorded history, with changing purposes from segregating offenders until punishment could be meted out to being the punishment itself. Overcrowding, increasingly violent offenders and a changing legal landscape eventually resulted in a change of philosophy from linear supervision to a new model called "Direct Supervision." This model relied on the officer being in the pod with the offenders and managing them by setting expectations, talking with them, and enforcing behavior with rewards or sanctions. Correctional officer stress and burnout have both been the subject of many studies over the years, but no research was found concerning officers' reactions when moving from a linear setting to a Direct Supervision setting. It is not often that a municipality or government agency builds a new facility with a new philosophy so the research opportunities are scarce.

Kane County in Illinois opened a new Direct Supervision jail facility in September 2008, changing from scores of decades of linear supervision. Anecdotal evidence suggested that officers and staff were very unhappy with the idea of the Direct Supervision model, fearing an increase in their stress levels, increased burnout and a decrease in a safe working environment. Attempts by administrators to allay those fears by explaining the philosophy of Direct Supervision were rebuffed so a study was commissioned to measure the staffs' levels of stress, burnout and feelings of safety prior to the move and one year after the move. This research design analyzed the data collected in two staff survey instruments. Questions concerning

stress, burnout and feelings of safety were included, as was a request for background information of the respondents including gender, race, age, length of service, rank and education level.

This researcher analyzed the differences in responses pre move and post move using frequency tables and cross tabulations. Chi-Square test was used to test for statistical significance of the differences in responses pre and post move. These responses were compared across the background information (gender, age, race, rank, length of service and education level). All 21 null hypotheses were accepted due to no statistically significant differences in responses pre and post move. Although respondents indicated that their stress and burnout levels were less one year after the move, the differences did not meet the standard for statistical significance. Such non-significant differences could be due to the difference in the pre and post direct supervision groups or even the small frequency sizes that may have masked significance which could be possible type 2 errors. A decline in population was statistically significant, but the reason for the decline cannot be solely attributed to the new facility. Other factors such as electronic home monitoring, drug court and mental health court may also have contributed to the significant decline. A decline in disciplinary infractions was also found to be statistically significant between the linear and direct supervision jails. Further analysis factoring in the change in population also revealed a statistically significant decline in disciplinary infractions. While this is significant, there may also be additional factors

contributing to the decline in infractions such as being in a brand new facility, where vandalism would be easier to detect and additional programming for the detainees to fill their time.

This research is important to the field of criminal justice and corrections in particular in that it has added to the body of knowledge regarding direct supervision and the impact it may have on disciplinary infractions. Further research could be conducted into the causes of the decline of infractions by interviewing the detainees involved in the infractions prior to the move and those involved after the move. Due to recidivism, this may be relatively easy to accomplish. Further study of the impact of a new philosophy on staff could be conducted more in depth by interviewing staff so they could expand on their survey responses and provide additional information on the causes of their stress, burnout and safety. A follow- up survey could be conducted at some future time period and the differences in responses could be analyzed to find the impact of working long term in a Direct Supervision facility after having worked in a linear facility.

The ability to conduct research prior to a move and one year after has been a very fortunate happenstance for this researcher, who recognizes that this opportunity presented itself at the most opportune moment.

APPENDIX A

Kane County Sheriff's Office

Survey on Direct Supervision- 2008

Please answer each question as truthfully as possible, circling your answer. Remember there are no right or wrong responses. Please circle the response that most closely fits your views or opinions. All survey results will be kept in strictest confidence.

1. Thinking back to when you first heard about the Direct Supervision design of the new facility, were you absolutely comfortable with the new design?

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

2. Thinking back to that same time, did you think the direct supervision design was a safer environment for you than the linear design?

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

3. Thinking back to the same time, did you think the direct supervision design caused increased stress on the officer?

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

4. Today, are you absolutely comfortable with the direct supervision design?

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

5. Today, do you think the direct supervision environment is safer for you as an officer?

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

6. Do you currently feel a great amount of work related stress? (Increased anxiety, overwhelmed, physical ailments etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

7. Do you currently feel a sense of burnout at least some of the time? (Exhausted, cynical, unappreciated, etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

8. Do you believe that the direct supervision environment may increase your levels of stress? (Trouble sleeping, anxiety, physical ailments, etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

9. Do you currently think that the new jail should have been of linear design similar to the old facility?

A. Yes
B. No
C. Undecided

10. Do you currently think the new jail can be a relaxing environment to work in?

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

11. If you feel stressed or burned out, are you taking any steps to address your feelings?

A. Yes
B. No
C. Undecided

12. Do you think the Sheriff's Office should have a *mandatory* program for everyone who feels stressed or burned out? (Employee Assistance, psychological review, etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

13. Do you think the Sheriff's Office should have a *voluntary* program for everyone who feels stressed or burned out? (Peer counseling, off-site counseling, etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

Please answer these questions about yourself. These questions will only be used for statistical purposes and will not be used to identify any single employee.

14. Gender

A. Male
B. Female

15. Race

A. African-American
B. Caucasian
C. Hispanic
D. Other

16. Age

A. 21-24 years
B. 25-29 years
C. 30-34 years
D. 35-39 years
E. 40-44 years
F. 45-49 years
G. 50-54 years
H. 55 +

17. Length of Service

A. 0-1 year
B. 2-4 years
C. 5-9 years
D. 10-14 years
E. 15-19 years
F. 20-24 years
G. 25 +

18. Rank

A. Officer
B. Sergeant
C. Lieutenant +

19. Education Level

A. High School
B. Some College
C. Bachelor's Degree
D. Master's Degree

Thank you for taking time out of your schedule to answer these questions. Please place the completed survey in the enclosed stamped envelope and drop it in the mail by **September 20, 2008.** You may also place it in the envelope and use inter-office mail to send it to my office.

APPENDIX B

Kane County Sheriff's Office

Survey on Direct Supervision- 2009

Please answer each question as truthfully as possible, circling your answer. Remember there are no right or wrong responses. Please circle the response that most closely fits your views or opinions. All survey results will be kept in strictest confidence.

1. Thinking back to when I first heard about the Direct Supervision design of the new facility, I was absolutely comfortable with the new design.

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

2. Thinking back to that same time, I thought the direct supervision design was a safer environment for me than the linear design.

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

3. Thinking back to the same time, I thought the direct supervision design caused increased stress on the officer.

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

4. Today, I am absolutely comfortable with the direct supervision design.

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

5. Today, I think the direct supervision environment is safer for me.

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

6. I currently feel a great amount of work related stress. (Increased anxiety, overwhelmed, physical ailments etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

7. I currently feel a sense of burnout at least some of the time. (Exhausted, cynical, unappreciated, etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

8. I believe that the direct supervision environment may increase my levels of stress. (Trouble sleeping, anxiety, physical ailments, etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

9. I currently think that the new jail should have been of linear design similar to the old facility.

A. Yes
B. No
C. Undecided

10. I currently think the new jail can be a relaxing environment to work in.

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

11. If you feel stressed or burned out, are you taking any steps to address your feelings?

A. Yes
B. No
C. Undecided

12. I think the Sheriff's Office should have a *mandatory* program for everyone who feels stressed or burned out. (Employee Assistance, psychological review, etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

13. I think the Sheriff's Office should have a *voluntary* program for everyone who feels stressed or burned out. (Peer counseling, off-site counseling, etc.)

A. Strongly Disagree
B. Disagree
C. Neutral
D. Agree
E. Strongly Agree

Please answer these questions about yourself. These questions will only be used for statistical purposes and will not be used to identify any single employee.

14. Gender

A. Male
B. Female

15. Race

A. African-American
B. Caucasian
C. Hispanic
D. Other

16. Age

A. 21-24 years
B. 25-29 years
C. 30-34 years
D. 35-39 years
E. 40-44 years
F. 45-49 years
G. 50-54 years
H. 55 +

17. Length of Service

A. 0-1 year
B. 2-4 years
C. 5-9 years
D. 10-14 years
E. 15-19 years
F. 20-24 years
G. 25 +

18. Rank

A. Officer
B. Sergeant
C. Lieutenant +
D. Civilian

19. Education Level

A. High School
B. Some College
C. Bachelor's Degree
D. Master's Degree

Thank you for taking time out of your schedule to answer these questions. Please place the completed survey in the enclosed stamped envelope and drop it in the mail by **October 30, 2009.** You may also place it in the envelope and use inter-office mail to send it to my office.

APPENDIX C

KANE COUNTY JAIL STAFF INTERNAL QUESTIONNAIRE - PRE-DIRECT (2008) AND POST-DIRECT (2009)

Column variable: 1) PRE-POST PRE DIRECT SUPERVISION IN 2008 (1) AND POST DIRECT SUPERVISON (2) 2009

Row variable: 1) PRE-POST
PRE DIRECT SUPERVISION IN 2008 (1) AND POST DIRECT SUPERVISON
(2) 2009

Minimum: 1 Maximum: 2

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
PRE-DRCT08	38	100.00	0	0.00	38	41.30
PST-DRCT09	0	0.00	54	100.00	54	58.70
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 2) Q1
THINKING BACK TO WHEN I FIRST HEARD ABOUT THE DIRECT SUPERVISION
DESIGN OF THE NEW FACILITY, WERE YOU (I WAS) ABSOLUTELY
COMFORTABLE WITH THE NEW DESIGN?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	7	18.42	5	9.26	12	13.04
DISAGREE	8	21.05	17	31.48	25	27.17
NEUTRAL	14	36.84	10	18.52	24	26.09
AGREE	8	21.05	19	35.19	27	29.35
ST.AGREE	1	2.63	3	5.56	4	4.35
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 3) Q2
THINKING BACK TO THAT SAME TIME, DID YOU THINK (I THOUGHT) THE
DIRECT SUPERVISON DESIGN WAS A SAFER ENVIRONMENT FOR YOU THAN
THE LINEAR DESIGN?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	9	23.68	6	11.11	15	16.30
DISAGREE	14	36.84	21	38.89	35	38.04
NEUTRAL	7	18.42	8	14.81	15	16.30
AGREE	7	18.42	14	25.93	21	22.83
ST.AGREE	1	2.63	5	9.26	6	6.52
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 4) Q3
THINKING BACK TO THE SAME TIME, DID YOU THINK (I THOUGHT) THE
DIRECT SUPERVISON DESIGN CAUSED INCREASED STRESS ON THE OFFICER?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	0	0.00	2	3.70	2	2.17
DISAGREE	6	15.79	6	11.11	12	13.04
NEUTRAL	3	7.89	8	14.81	11	11.96
AGREE	16	42.11	29	53.70	45	48.91
ST.AGREE	13	34.21	9	16.67	22	23.91
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 5) Q4
TODAY, ARE YOU (I AM) ABSOLUTELY COMFORTABLE WITH THE DIRECT
SUPERVISION DESIGN?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	4	10.53	2	3.70	6	6.52
DISAGREE	5	13.16	11	20.37	16	17.39
NEUTRAL	15	39.47	12	22.22	27	29.35
AGREE	8	21.05	17	31.48	25	27.17
ST.AGREE	6	15.79	12	22.22	18	19.57
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 6) Q5
TODAY, DOU YOU THINK (I THINK) THE DIRECT SUPERVISION ENVIRONMENT IS SAFER FOR YOU (FOR ME) AS AN OFFICER?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	5	13.16	2	3.70	7	7.61
DISAGREE	7	18.42	15	27.78	22	23.91
NEUTRAL	13	34.21	10	18.52	23	25.00
AGREE	10	26.32	15	27.78	25	27.17
ST.AGREE	3	7.89	12	22.22	15	16.30
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 7) Q6
DO YOU CURRENTLY FEEL (I CURRENTLY FEEL) A GREAT AMOUNT OF WORK RELATED STRESS (INCREASED ANXIETY, OVERWHELMED, PHYSICAL AILMENTS, ETC)?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	1	2.63	7	12.96	8	8.70
DISAGREE	11	28.95	16	29.63	27	29.35
NEUTRAL	4	10.53	10	18.52	14	15.22
AGREE	11	28.95	18	33.33	29	31.52
ST.AGREE	11	28.95	3	5.56	14	15.22
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 8) Q7
DO YOU CURRENTLY (I CURRENTLY) FEEL A SENSE OF BURNOUT AT LEAST SOME OF THE TIME (EXHAUSTED, CYNICAL, UNAPPRECIATED, ETC.)?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	0	0.00	3	5.66	3	3.30
DISAGREE	5	13.16	7	13.21	12	13.19
NEUTRAL	2	5.26	11	20.75	13	14.29
AGREE	22	57.89	24	45.28	46	50.55
ST.AGREE	9	23.68	8	15.09	17	18.68
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 9) Q8
DO YOU BELIEVE (I BELIEVE) THAT THE DIRECT SUPERVISION ENVIRONMENT MAY INCREASE YOUR LEVELS OF STRESS (TROUBLE SLEEPING, ANXIETY, PHYSICAL AILMENTS, ETC.)?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	3	7.89	6	11.11	9	9.78
DISAGREE	10	26.32	22	40.74	32	34.78
NEUTRAL	8	21.05	9	16.67	17	18.48
AGREE	11	28.95	14	25.93	25	27.17
ST.AGREE	6	15.79	3	5.56	9	9.78
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 10) Q9
DO YOU CURRENTLY THINK (I CURRENTLY THINK) THAT THE NEW JAIL SHOULD BEEN A LINEAR DESIGN SIMILAR TO THE OLD FACILITY?

Minimum: 0 Maximum: 2

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
NO	17	44.74	34	62.96	51	55.43
YES	7	18.42	14	25.93	21	22.83
UNDECIDED	14	36.84	6	11.11	20	21.74
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 11) Q10
DO YOU CURRENTLY (I CURRENTLY) THINK THE NEW JAIL CAN BE A RELAXING ENVIRONMENT TO WORK IN?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	3	7.89	5	9.26	8	8.70
DISAGREE	10	26.32	17	31.48	27	29.35
NEUTRAL	13	34.21	13	24.07	26	28.26
AGREE	9	23.68	14	25.93	23	25.00
ST.AGREE	3	7.89	5	9.26	8	8.70
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 12) Q11
IF YOU FEEL STRESSED OR BURNED OUT, ARE YOU TAKING ANY STEPS TO ADDRESS YOUR FEELINGS?

Minimum: 0 Maximum: 2

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
NO	12	31.58	25	48.08	37	41.11
YES	18	47.37	23	44.23	41	45.56
UNDECIDED	8	21.05	4	7.69	12	13.33
Missing	0		2		2	
TOTAL	38	100.00	52	100.00	90	100.00

Row variable: 13) Q12
DO YOU THINK (I THINK) THE SHERIFF'S DEPARTMENT SHOULD HAVE A MANDATORY PROGRAM FOR EVERYONE WHO FEELS STRESSED OR BURNED OUT (EMPLOYEE ASSISTANCE, PSYCHOLOGICAL REVIEW, ETC.)?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	2	5.26	6	11.11	8	8.70
DISAGREE	7	18.42	8	14.81	15	16.30
NEUTRAL	10	26.32	17	31.48	27	29.35
AGREE	14	36.84	17	31.48	31	33.70
ST.AGREE	5	13.16	6	11.11	11	11.96
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 14) Q13
DO YOU THINK (I THINK) THE SHERIFF'S DEPARTMENT SHOULD HAVE A VOLUNTARY PROGRAM FOR EVERYONE WHO FEELS STRESSED OR BURNED OUT (PER COUNSELING, OFF-SITE COUNSELING, ETC.)?

Minimum: 1 Maximum: 5

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
ST.DISAGR	1	2.63	0	0.00	1	1.09
DISAGREE	2	5.26	3	5.56	5	5.43
NEUTRAL	7	18.42	8	14.81	15	16.30
AGREE	21	55.26	31	57.41	52	56.52
ST.AGREE	7	18.42	12	22.22	19	20.65
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 15) GENDER
GENDER OF SHERIFF'S EMPLOYEE

Minimum: 1 Maximum: 2

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
MALE	31	81.58	37	69.81	68	74.73
FEMALE	7	18.42	16	30.19	23	25.27
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 16) RACE
RACE OF SHERIFF'S EMPLOYEE

Minimum: 1 Maximum: 4

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
AFRICAN-AM	2	5.26	2	3.77	4	4.40
CAUCASIAN	33	86.84	47	88.68	80	87.91
HISPANIC	1	2.63	2	3.77	3	3.30
OTHER RACE	2	5.26	2	3.77	4	4.40
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 17) AGE
AGE OF SHERIFF'S EMPLOYEE

Minimum: 1 Maximum: 8

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
21-24 YRS	0	0.00	2	3.77	2	2.20
25-29 YRS	5	13.16	6	11.32	11	12.09
30-34 YRS	3	7.89	7	13.21	10	10.99
35-39 YRS	12	31.58	10	18.87	22	24.18
40-44 YRS	5	13.16	10	18.87	15	16.48
45-49 YRS	10	26.32	6	11.32	16	17.58
50-54 YRS	1	2.63	7	13.21	8	8.79
55+ YEARS	2	5.26	5	9.43	7	7.69
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 18) SERVICE
LENGHT OF SERVICE OF SHERIFF'S EMPLOYEE

Minimum: 1 Maximum: 7

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
0-1 YEAR	2	5.26	6	11.32	8	8.79
2-4 YEARS	5	13.16	8	15.09	13	14.29
5-9 YEARS	8	21.05	13	24.53	21	23.08
10-14 YRS	7	18.42	11	20.75	18	19.78
15-19 YRS	12	31.58	11	20.75	23	25.27
20-24 YRS	3	7.89	4	7.55	7	7.69
25+ YEARS	1	2.63	0	0.00	1	1.10
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 19) RANK
RANK OF SHERIFF'S EMPLOYEE

Minimum: 1 Maximum: 4

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
OFFICER	21	55.26	23	43.40	44	48.35
SERGEANT	11	28.95	9	16.98	20	21.98
LIEUTENNT+	6	15.79	6	11.32	12	13.19
STAFF	0	0.00	15	28.30	15	16.48
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 20) EDUCATE
LEVEL OF EDUCATION OF SHERIFF'S EMPLOYEE

Minimum: 1 Maximum: 4

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
HGH SCHOOL	13	34.21	9	17.31	22	24.44
SOME COLG	13	34.21	29	55.77	42	46.67
BACHELOR D	12	31.58	12	23.08	24	26.67
MASTER'S D	0	0.00	2	3.85	2	2.22
Missing	0		2		2	
TOTAL	38	100.00	52	100.00	90	100.00

Row variable: 21) Q1-RC
THINKING BACK TO WHEN I FIRST HEARD ABOUT THE DIRECT SUPERVISION DESIGN OF THE NEW FACILITY, WERE YOU (I WAS) ABSOLUTELY COMFORTABLE WITH THE NEW DESIGN? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	15	39.47	22	40.74	37	40.22
NEUTRAL	14	36.84	10	18.52	24	26.09
AGREE	9	23.68	22	40.74	31	33.70
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 22) Q2-RC
THINKING BACK TO THAT SAME TIME, DID YOU THINK (I THOUGHT) THE DIRECT SUPERVISON DESIGN WAS A SAFER ENVIRONMENT FOR YOU THAN THE LINEAR DESIGN? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	23	60.53	27	50.00	50	54.35
NEUTRAL	7	18.42	8	14.81	15	16.30
AGREE	8	21.05	19	35.19	27	29.35
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 23) Q3-RC
THINKING BACK TO THE SAME TIME, DID YOU THINK (I THOUGHT) THE DIRECT SUPERVISON DESIGN CAUSED INCREASED STRESS ON THE OFFICER? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	6	15.79	8	14.81	14	15.22
NEUTRAL	3	7.89	8	14.81	11	11.96
AGREE	29	76.32	38	70.37	67	72.83
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 24) Q4-RC
TODAY, ARE YOU (I AM) ABSOLUTELY COMFORTABLE WITH THE DIRECT SUPERVISION DESIGN? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	9	23.68	13	24.07	22	23.91
NEUTRAL	15	39.47	12	22.22	27	29.35
AGREE	14	36.84	29	53.70	43	46.74
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 25) Q5-RC
TODAY, DOU YOU THINK (I THINK) THE DIRECT SUPERVISION ENVIRONMENT IS SAFER FOR YOU (FOR ME) AS AN OFFICER? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	12	31.58	17	31.48	29	31.52
NEUTRAL	13	34.21	10	18.52	23	25.00
AGREE	13	34.21	27	50.00	40	43.48
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 26) Q6-RC
DO YOU CURRENTLY FEEL (I CURRENTLY FEEL) A GREAT AMOUNT OF WORK RELATED STRESS (INCREASED ANXIETY, OVERWHELMED, PHYSICAL AILMENTS, ETC)? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	12	31.58	23	42.59	35	38.04
NEUTRAL	4	10.53	10	18.52	14	15.22
AGREE	22	57.89	21	38.89	43	46.74
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 27) Q7-RC
DO YOU CURRENTLY (I CURRENTLY) FEEL A SENSE OF BURNOUT AT LEAST SOME OF THE TIME (EXHAUSTED, CYNICAL, UNAPPRECIATED, ETC.)? - - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	5	13.16	10	18.87	15	16.48
NEUTRAL	2	5.26	11	20.75	13	14.29
AGREE	31	81.58	32	60.38	63	69.23
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 28) Q8-RC
DO YOU BELIEVE (I BELIEVE) THAT THE DIRECT SUPERVISION ENVIRONMENT MAY INCREASE YOUR LEVELS OF STRESS (TROUBLE SLEEPING, ANXIETY, PHYSICAL AILMENTS, ETC.)? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	13	34.21	28	51.85	41	44.57
NEUTRAL	8	21.05	9	16.67	17	18.48
AGREE	17	44.74	17	31.48	34	36.96
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 29) Q9-RC
DO YOU THINK (I CURRENTLY THINK) THAT THE NEW JAIL SHOULD HAVE BEEN A LINEAR DESIGN SIMILAR TO THE OLD FACILITY? - COLLASPED

Minimum: 0 Maximum: 2

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
NO	17	44.74	34	62.96	51	55.43
UNDECIDED	14	36.84	6	11.11	20	21.74
YES	7	18.42	14	25.93	21	22.83
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 30) Q10-RC
DO YOU CURRENTLY (I CURRENTLY) THINK THE NEW JAIL CAN BE A RELAXING ENVIRONMENT TO WORK IN? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	13	34.21	22	40.74	35	38.04
NEUTRAL	13	34.21	13	24.07	26	28.26
AGREE	12	31.58	19	35.19	31	33.70
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 31) Q11-RC
IF YOU FEEL STRESSED OR BURNED OUT, ARE YOU TAKING ANY STEPS TO ADDRESS YOUR FEELINGS? - COLLASPED

Minimum: 0 Maximum: 2

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
NO	12	31.58	25	48.08	37	41.11
UNDECIDED	8	21.05	4	7.69	12	13.33
YES	18	47.37	23	44.23	41	45.56
Missing	0		2		2	
TOTAL	38	100.00	52	100.00	90	100.00

Row variable: 32) Q12-RC
DO YOU THINK (I THINK) THE SHERIFF'S DEPARTMENT SHOULD HAVE A MANDATORY PROGRAM FOR EVERYONE WHO FEELS STRESSED OR BURNED OUT (EMPLOYEE ASSISTANCE, PSYCHOLOGICAL REVIEW, ETC.)? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	9	23.68	14	25.93	23	25.00
NEUTRAL	10	26.32	17	31.48	27	29.35
AGREE	19	50.00	23	42.59	42	45.65
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 33) Q13-RC
DO YOU THINK (I THINK) THE SHERIFF'S DEPARTMENT SHOULD HAVE A VOLUNTARY PROGRAM FOR EVERYONE WHO FEELS STRESSED OR BURNED OUT (PER COUNSELING, OFF-SITE COUNSELING, ETC.)? - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	3	7.89	3	5.56	6	6.52
NEUTRAL	7	18.42	8	14.81	15	16.30
AGREE	28	73.68	43	79.63	71	77.17
TOTAL	38	100.00	54	100.00	92	100.00

Row variable: 34) Q1-RC2
THINKING BACK TO WHEN I FIRST HEARD ABOUT THE DIRECT SUPERVISION DESIGN OF THE NEW FACILITY, WERE YOU (I WAS) ABSOLUTELY COMFORTABLE WITH THE NEW DESIGN? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	15	62.50	22	50.00	37	54.41
AGREE	9	37.50	22	50.00	31	45.59
Missing	14		10		24	
TOTAL	24	100.00	44	100.00	68	100.00

Row variable: 35) Q2-RC2
THINKING BACK TO THAT SAME TIME, DID YOU THINK (I THOUGHT) THE DIRECT SUPERVISON DESIGN WAS A SAFER ENVIRONMENT FOR YOU THAN THE LINEAR DESIGN? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	23	74.19	27	58.70	50	64.94
AGREE	8	25.81	19	41.30	27	35.06
Missing	7		8		15	
TOTAL	31	100.00	46	100.00	77	100.00

Row variable: 36) Q3-RC2
THINKING BACK TO THE SAME TIME, DID YOU THINK (I THOUGHT) THE DIRECT SUPERVISON DESIGN CAUSED INCREASED STRESS ON THE OFFICER? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	6	17.14	8	17.39	14	17.28
AGREE	29	82.86	38	82.61	67	82.72
Missing	3		8		11	
TOTAL	35	100.00	46	100.00	81	100.00

Row variable: 37) Q4-RC2
TODAY, ARE YOU (I AM) ABSOLUTELY COMFORTABLE WITH THE DIRECT SUPERVISION DESIGN? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	9	39.13	13	30.95	22	33.85
AGREE	14	60.87	29	69.05	43	66.15
Missing	15		12		27	
TOTAL	23	100.00	42	100.00	65	100.00

Row variable: 38) Q5-RC2
TODAY, DOU YOU THINK (I THINK) THE DIRECT SUPERVISION ENVIRONMENT IS SAFER FOR YOU (FOR ME) AS AN OFFICER? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	12	48.00	17	38.64	29	42.03
AGREE	13	52.00	27	61.36	40	57.97
Missing	13		10		23	
TOTAL	25	100.00	44	100.00	69	100.00

Row variable: 39) Q6-RC2
DO YOU CURRENTLY FEEL (I CURRENTLY FEEL) A GREAT AMOUNT OF WORK RELATED STRESS (INCREASED ANXIETY, OVERWHELMED, PHYSICAL AILMENTS, ETC)? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	12	35.29	23	52.27	35	44.87
AGREE	22	64.71	21	47.73	43	55.13
Missing	4		10		14	
TOTAL	34	100.00	44	100.00	78	100.00

Row variable: 40) Q7-RC2
DO YOU CURRENTLY (I CURRENTLY) FEEL A SENSE OF BURNOUT AT LEAST SOME OF THE TIME (EXHAUSTED, CYNICAL, UNAPPRECIATED, ETC.)? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	5	13.89	10	23.81	15	19.23
AGREE	31	86.11	32	76.19	63	80.77
Missing	2		12		14	
TOTAL	36	100.00	42	100.00	78	100.00

Row variable: 41) Q8-RC2
DO YOU BELIEVE (I BELIEVE) THAT THE DIRECT SUPERVISION ENVIRONMENT MAY INCREASE YOUR LEVELS OF STRESS (TROUBLE SLEEPING, ANXIETY, PHYSICAL AILMENTS, ETC.)? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	13	43.33	28	62.22	41	54.67
AGREE	17	56.67	17	37.78	34	45.33
Missing	8		9		17	
TOTAL	30	100.00	45	100.00	75	100.00

Row variable: 42) Q9-RC2
DO YOU CURRENTLY THINK (I CURRENTLY THINK) THAT THE NEW JAIL
SHOULD BEEN A LINEAR DESIGN SIMILAR TO THE OLD FACILITY? - COLLASPED OMMITING UNDECIDED

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
NO	17	70.83	34	70.83	51	70.83
YES	7	29.17	14	29.17	21	29.17
Missing	14		6		20	
TOTAL	24	100.00	48	100.00	72	100.00

Row variable: 43) Q10-RC2
DO YOU CURRENTLY (I CURRENTLY) THINK THE NEW JAIL CAN BE A
RELAXING ENVIRONMENT TO WORK IN? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	13	52.00	22	53.66	35	53.03
AGREE	12	48.00	19	46.34	31	46.97
Missing	13		13		26	
TOTAL	25	100.00	41	100.00	66	100.00

Row variable: 44) Q11-RC2
IF YOU FEEL STRESSED OR BURNED OUT, ARE YOU TAKING ANY STEPS TO
ADDRESS YOUR FEELINGS? - COLLASPED OMMITING UNDECIDED

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
YES	12	40.00	25	52.08	37	47.44
YES	18	60.00	23	47.92	41	52.56
Missing	8		6		14	
TOTAL	30	100.00	48	100.00	78	100.00

Row variable: 45) Q12-RC2
DO YOU THINK (I THINK) THE SHERIFF'S DEPARTMENT SHOULD HAVE A
MANDATORY PROGRAM FOR EVERYONE WHO FEELS STRESSED OR BURNED OUT
(EMPLOYEE ASSISTANCE, PSYCHOLOGICAL REVIEW, ETC.)? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	9	32.14	14	37.84	23	35.38
AGREE	19	67.86	23	62.16	42	64.62
Missing	10		17		27	
TOTAL	28	100.00	37	100.00	65	100.00

Row variable: 46) Q13-RC2
DO YOU THINK (I THINK) THE SHERIFF'S DEPARTMENT SHOULD HAVE A
VOLUNTARY PROGRAM FOR EVERYONE WHO FEELS STRESSED OR BURNED OUT
(PER COUNSELING, OFF-SITE COUNSELING, ETC.)? - COLLASPED OMMITING NEUTRAL

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
DISAGREE	3	9.68	3	6.52	6	7.79
AGREE	28	90.32	43	93.48	71	92.21
Missing	7		8		15	
TOTAL	31	100.00	46	100.00	77	100.00

Row variable: 47) GENDER-RC
GENDER OF SHERIFF'S EMPLOYEE - COLLASPED

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
FEMALE	7	18.42	16	30.19	23	25.27
MALE	31	81.58	37	69.81	68	74.73
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 48) RACE-RC
RACE OF SHERIFF'S EMPLOYEE - COLLASPED

Minimum: 0 Maximum: 1

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
NON-WHITE	5	13.16	6	11.32	11	12.09
WHITE	33	86.84	47	88.68	80	87.91
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 49) AGE-RC
AGE OF SHERIFF'S EMPLOYEE - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
21-34 YRS	8	21.05	15	28.30	23	25.27
35-44 YRS	17	44.74	20	37.74	37	40.66
45+ YEARS	13	34.21	18	33.96	31	34.07
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 50) SERVICE-RC
LENGHT OF SERVICE OF SHERIFF'S EMPLOYEE - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
0-4 YEARS	7	18.42	14	26.42	21	23.08
5-14 YEARS	15	39.47	24	45.28	39	42.86
15+YEARS	16	42.11	15	28.30	31	34.07
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 51) RANK-RC
RANK OF SHERIFF'S EMPLOYEE - COLLASPED

Minimum: 1 Maximum: 2

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
OFFICER	21	55.26	23	43.40	44	48.35
ADM.-STAFF	17	44.74	30	56.60	47	51.65
Missing	0		1		1	
TOTAL	38	100.00	53	100.00	91	100.00

Row variable: 52) EDUCATE-RC
LEVEL OF EDUCATION OF SHERIFF'S EMPLOYEE - COLLASPED

Minimum: 1 Maximum: 3

	PRE-DRCT08	%	PST-DRCT09	%	TOTAL	%
HGH SCHOOL	13	34.21	9	17.31	22	24.44
SM COLLEGE	13	34.21	29	55.77	42	46.67
COLG GRAD+	12	31.58	14	26.92	26	28.89
Missing	0		2		2	
TOTAL	38	100.00	52	100.00	90	100.00

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